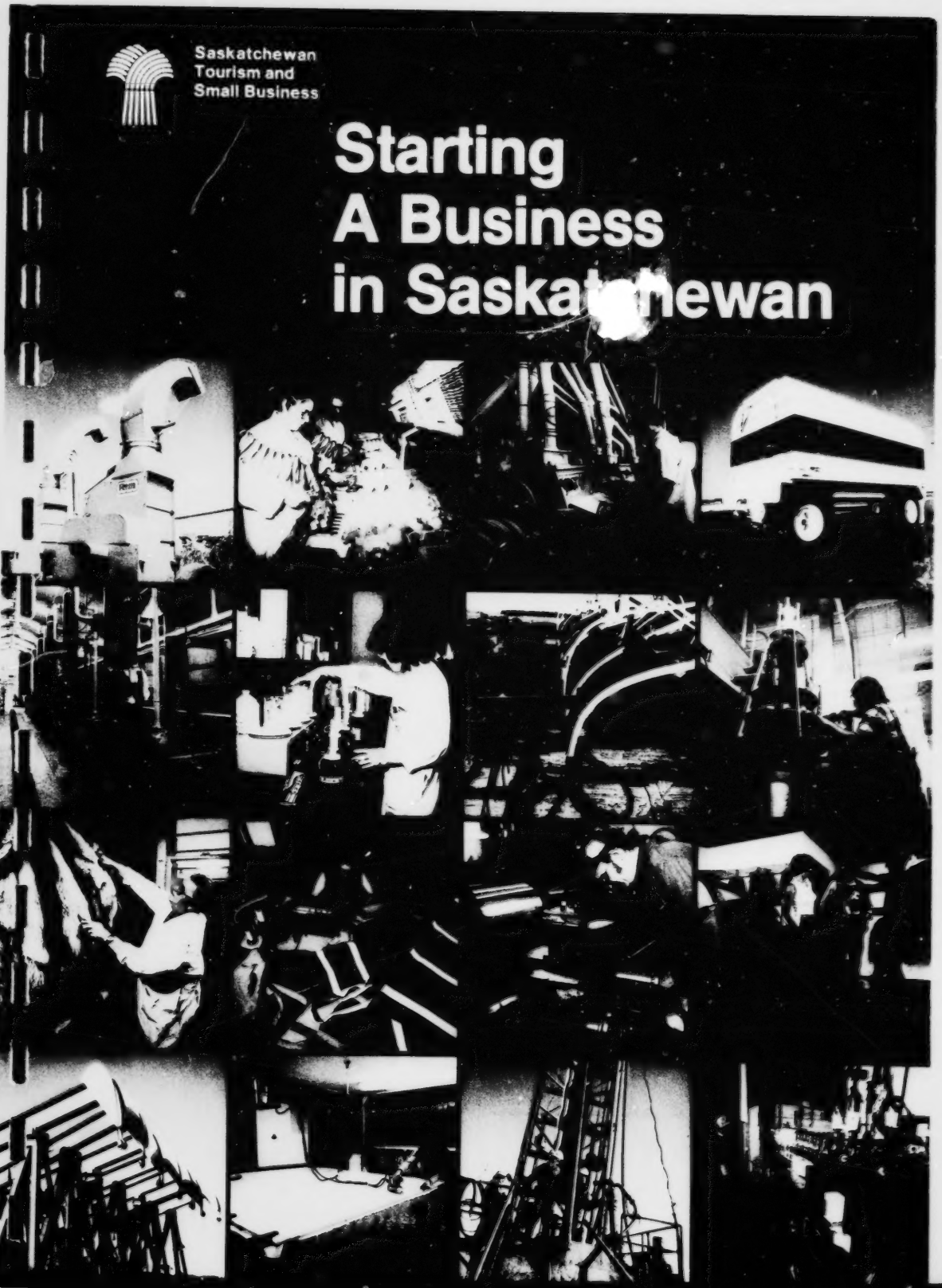
Saskatchewan
Tourism and
Small Business
Starting
A Business
in Saskatchewan

85-3028/

Minister's Message

I am pleased to introduce the first in a series of business handbooks prepared by my department for the business community in Saskatchewan.

We in the Department of Tourism and Small Business believe that small business in Saskatchewan is big business. The department is fully aware of the contribution that small business makes to the provincial economy and is working actively on their behalf.

This year, we have increased our support for business through the introduction of several new business incentive programs. We are also continuing to expand our business assistance and consultative services, and are strengthening our role as an advocate of the business community.

We have prepared this guide to provide an overview of management techniques and regulatory requirements directly related to the establishment and ongoing operation of a business in Saskatchewan. The guide also lists sources of additional information and/or assistance.

I invite you to review this publication and contact us if we can be of further help. Our regional offices are staffed with experienced business representatives who know that innovation, aggressive marketing, and effective management are critical to your success.

Jack C. Klein,
Minister.

Here is the first edition of the Department of Tourism and Small Business book

"Starting a Business in Saskatchewan"

The production of this business guide is in response to the increasing demand for assistance from the private sector. The Small Business Regional offices have collaborated in bringing this guide to you, to assist you in assessing the business opportunities that currently exist in Saskatchewan.

The first section of the guide is intended to help you assess the opportunity, using cash flow techniques, pro forma statements, market analysis, and your own management ability. This is intended for you to analyse the opportunity as you see it. Once reviewed, the book will enable you to determine, for yourself, if the opportunity is valid and profitable. After all, it's your time and money you must invest.

The Department of Tourism and Small Business is here to provide you with as much current information as possible, and the expertise to assist you in arriving at your own conclusions.

The second half of the guide is intended to be used by business people wanting more extensive detail or information in depth.

Regardless of the level of your business experience, we invite you to read through our guide and then contact one of our business representatives to discuss, privately, your findings and conclusions. Call in at any of our Regional offices.

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Your Approach to Business

Small business is vitally important to the economy. The Department of Tourism and Small Business recognizes this by assisting small businesses.

This book is one example of that assistance, and on the following pages you'll find other ways we can help.

Starting out

To start your own business you need:

— a product or service (or an idea for one);
— some knowledge of the type of business you intend to start;
— a business plan;
— money;
— knowledge about yourself.

Almost everyone has thought about starting a business. Independence ... being your own boss ... making a profit in addition to your salary ... being the key decision maker ... freedom from routine. All these are powerful motivating factors.

Now let's take a look at the other side of the coin.

Being your own boss means making and living with your decisions. The wrong decision can cost you money; too many wrong decisions can put you out of business!

As a business person you will have to meet payrolls, pay rent or mortgages, pay creditors, contend with conditions beyond your control, such as adverse economic trends or strong competition, and you will work longer hours than you ever did before. Unfortunately, you will still not be your own boss entirely. You must satisfy your customers, your creditors and your employees, and must conform to government controls.

Look at both sides of the picture and decide if you are the type to assume these risks and responsibilities. Remember, you will be your most important employee, so be completely honest in your evaluation of yourself.

Evaluate yourself

Here are some questions you should ask yourself before making any commitments:

— have you had enough experience in this type of business?
— have you ever been a manager?
— are you willing to risk your savings in this venture?
— have you the full backing of your spouse?
— do you have a secondary source of income in your family?
— do you have a strong desire to make money?

— in legal terms do you fully understand:
  — joint and several guarantees?
  — personal guarantees?
  — partnership?
  — sole ownership?
  — limited company?

It is strongly recommended that you discuss your proposal with a lawyer, an accountant and your banker.

Management

The largest single cause of business failure in Canada is poor management, according to Dun & Bradstreet. If you are the owner or partner in a small business, its success or failure will depend on your management skills. Those skills will be tested even before the business is established.

Since the main idea of a business is to make money, decide if the return on the money you invest will be greater than what you could earn working for someone else.

As a prospective business person, examine the rate of return on the business you propose to start in comparison to what returns you could get from other types of business for the same investment.

Experience

Experience is the greatest of all teachers. It will help you avoid mistakes, anticipate consequences of your actions, plan alternatives, gauge your resources and profit from advantages. If you have no experience in the type of business that you want to start (or in a similar business) it's a good idea to work for a while for someone else who is already established.

Confidence

You must have confidence in yourself. Confident people take the initiative; people who take the initiative are decision makers; and decisions are the most important action needed in business.

If your confidence is based on knowledge and experience, you are much more likely to be a winner.

Going into business involves risk. You reduce risk by careful planning. Your chance of success will depend largely on how well you have examined all aspects of the business before you start it.

To help you plan systematically, go through this checklist carefully, making notes or charts as you need them.

(Some of the points pertain more to manufacturing than service businesses, but we think you'll find all the points helpful. They're grouped around four main subjects.)

Market Analysis

Your customers:

— Who are they? Age, sex, income.
— Where do they live, play, shop?
— How often do they buy? Seasonal?
— Cash or credit?
— Can you afford to carry accounts receivable?
— How big in dollar terms is your market potential?

Your competition:

— How big, how old, how strong?
— What percentage of the market do they have?
— How far away?
— What advantages do you have?
— What advantages do they have?
— What percentage of the market will you get?

Your products:

— Are they unique, eye appealing?
— Better designed, higher quality?
— What sizes, any special packaging?
— Is there a need for your products?
— Must you offer a guarantee?
— What will be your return policy?
— Must you stock parts for service?

Pricing:

— Do you know what to charge to cover your costs?
— Are your prices competitive?
— How important is low price?
— Is service more important?
— Must you give discounts for cash, volume, distributors, salespeople?
— What will discounts do to your markup?
— Must you include delivery cost in your price?

Advertising:

— How much is normal for your products?
— What media? How often? Seasonal?
— Do you have a logo or trademark? Is it registered?
— Is any free publicity available?
— Will you need an advertising agency?

Buying:

— How much of each will you buy? From whom?
— Are you getting the best deal?
— Is volume discount eaten up by slow turnover?
— Can you return unsold merchandise?
— Have you a stock control plan to avoid overstocks, understocks and out of stocks?
— Have you established a line of credit with each supplier?
— How must you pay: COD, 30 days, 60 days?

Distribution:

- If you are a manufacturer, how will you sell: dealers, distributors, sales agents or direct to consumers?
- What is common in the industry?
- Do transportation costs dictate the best method of distribution?

Location

Zoning:

- Present zoning and future zoning?
- If it must be rezoned, what time span is involved and at what cost?

Building:

- Outside and inside appearance?
- Layout, lighting, heating, floors, acoustics, comfort, waste disposal, parking, landscape, snow removal?
- Outside storage — permissable?

Lease:

- Has it been checked by your lawyer?
- Is it too short or too long?
- Any options available?
- Who pays to have the lease drawn?
- What are you responsible for?
- What is the landlord responsible for?

Approvals:

- Will all government regulatory bodies approve your use of the building?
- Zoning, health, fire marshal, transportation, environment, labour. (For details, see page 59.)

Transportation:

- Shipping doors? Truck access?
- Any truck/road restrictions?
- Is there a truck terminal nearby?
- Are rail or air important?
- Is it on a bus route for your staff?

Utilities:

- Power supply, water, sewers, gas?
- What does each cost?
- Are they adequate?
- How much to upgrade them to your requirements?

Taxes:

- Present and future assessment for property and business taxes.

Protection:

- Regular police patrols?
- What kind of fire protection?

— Hydrants nearby?
— Sprinkler system?
— Night watchman?
— Any history of vandalism?

Neighbourhood:

— How stable is it? Getting better or worse?
— Are you compatible with the neighbours?
— Will you enjoy living nearby?

Restrictions:

— Are there protective covenants that will limit your sales?
— Any legal easements on your property?
— Can you grow physically in size?

Insurance:

— Fire, theft, public liability, staff liability, business interruption?
— If no sprinkler system, can you get insurance?
— What insurance rating is on the building?

Suppliers:

— Are you near them? Is it important?
— Can you get quick service when you need it?

Labour

— How many employees — male and female?
— Skilled or unskilled — are they available?
— What wages will you offer?
— What are competitive wage rates in the area?
— What fringe benefits? What hours?
— How will you find new employees?
— Can you train your staff?
— Who is in charge of whom?
— How to handle pilferage?
— Controls over cash and inventory?
— Do you need a safe?
— Who has keys?
— Bonding of employees.

Equipment

— List all equipment, fixtures, furniture required.
— New or used?
— Installation costs, how low?
— Terms of sale and guarantees?
— Any duties or sales tax extras?
— Can you make some of your own equipment?
— Maintenance costs?
— Work flow chart or plant layout?

Number of Inhabitants to Support Store

(by selected kinds of business)

National Averages

Kind of business	Number of inhabitants per store
Food Stores	
Grocery stores, including delicatessens	770
Meat markets	11,463
Fish (seafood markets)	51,971
Fruit stores, vegetable markets	21,259
Candy, nut, confectionery stores	12,594
Dairy products stores	29,728
Bakery products stores	10,126
Eating, drinking places	
Eating places	842
Drinking places (alcoholic beverages)	1,705
General merchandise	
Department stores	44,379
Dry goods stores	34,152
General merchandise stores	6,899
Variety stores	8,430
Apparel, accessory stores	
Shoe stores	7,679
Women's clothing specialty stores	4,247
Children's infants-wear stores	33,057
Men's and boys' wear	8,403
Furniture, home furnishings, appliance dealers	
Furniture; home furnishings stores	3,437
Household appliances, radio, TV stores	6,148
Music stores, records and musical instruments	23,363
Automotive groups	
Passenger car dealers (franchised)	5,657
Passenger car dealers (non-franchised)	6,741
Tire, battery, accessory dealers	7,284
Aircraft, boat, motorcycle dealers	30,497
Household trailer dealers	46,456
Lumber, building materials, farm equipment dealers	
Farm equipment dealers	11,530
Lumber, building materials dealers	6,510
Paint, glass, wallpaper stores	16,239
Heating, plumbing, equipment dealers	40,599
Hardware stores	6,374
Drug stores, proprietary stores	
Drug stores	3,749
Proprietary stores	42,740
Other retail stores	
Fuel, ice dealers	7,559
Hay, grain, feed stores	13,547
Farm, garden supply stores	16,744
Jewelry stores	9,011
Book stores	59,815
Stationery stores	33,290
Sporting goods stores	17,270
Bicycle shops	100,083
Florists	9,527
Cigar stores, stands	38,509
News dealers, news stands	29,533
Gift, novelty, souvenir stores	14,965
Camera, photographic supply stores	57,030
Luggage, leather goods stores	140,684
Optical goods stores	14,792
Antique, secondhand stores	7,313
Hobby, toy stores	44,099
Pet shops	82,455

Source: Bureau of the Census, U.S. Department of Commerce

Buying an established business?

Pros	Cons
Buildings, equipment, inventory and staff are operational.	Buildings and equipment may be unsuited or obsolete
Location is good.	Location may be poor for this type of business.
Product or service is already being produced and sold.	Inventory may be loaded with dead stock.
Market and goodwill are established.	Accounts receivable may be too high or uncollectable.
Cash flow is being generated.	Hidden reasons such as lease expiring and not renewable; zoning changes; deteriorating local conditions; bad relationships with banks and suppliers.
Relationships established with supplier and banks.	
Good growth potential.	No growth potential.
	Labour problems.

This quick, general checklist will point you in the right direction, but also be very specific in your evaluation, beginning with the two most important groups of questions:

1. Why do I want to buy this business?

   Do I know anything about this particular type of business? Do I have enough general business experience to risk my present job and my future on the outcome? Do I know the details about the business that I am proposing to buy?

2. Why does the owner want to sell?

   Am I buying his broken dream? Are there hidden problems? Is there really a future for me in this business and in this location? Do I know the area well enough to make an intelligent decision?

How to check it out

- Have your accountant check the financial records for the past two to five years. (Records for one year could be inconclusive, because they could be affected by special circumstances. Check for good current ratio, acid test ratio, and retained earnings position.)
- Check with all authorities (federal, provincial, municipal) who might have any control over the business.
- Check leases, mortgages and special permits for renewals, interest rates, etc.
- Compare what you are giving up against what you will get out of the venture.
- Check the potential profitability of the business.
  The only real reason for going into business or buying a business is to make money.

— Finally, get a reliable appraisal of what the business is **actually worth**. You may have to get professional help to do this, but **do it anyway**. It may save you thousands of dollars. The people whose services you need most at this time are an accountant and a lawyer.

Some ways to measure

Ratio or Other Measurement	Method of Computation	Significance
1. Earnings per share on common stock	Net income - preferred dividends / Shares of common outstanding	Gives the amount of earnings applicable to a share of common stock.
2. Dividend yield	Dividend per share / Market price per share	Shows the rate earned by stockholders based on current price for a share of stock.
3. Price-earning ratio	Market price per share / Earnings per share	Indicates whether price of stock is in line with earnings.
4. Book value per share of common stock	Common stockholders' equity / Shares of common outstanding	Measures net assets as reported on books behind each share of stock.
5. Operating expense ratio	Operating expenses / Net sales	Indicates management's ability to control expenses.
6. Return on total assets	Net income + interest expense / Average investment in assets	Measures the productivity of assets regardless of capital structures.
7. Return on common stockholders' equity	Net income - preferred dividends / Average common stockholders' equity	Indicates the earning power on common stockholders' equity.
8. Equity ratio	Total stockholders' equity / Total assets	Shows the protection to creditors and the extent of trading on the equity.
9. Number of times Interest earned	Operating income / Annual interest expense	Measures the coverge of interest requirements, particularly on long-term debt.
10. Debt ratio	Total liabilities / Total assets	Indicates the percentage of assets financed through borrowing; it shows the extent of trading on the equity.
11. Times preferred dividends earned	Net income / Annual preferred dividends	Shows the adequacy of current earnings to pay dividends on preferred stock.
12. Current ratio	Current assets / Current liabilities	Measures short-run debt-paying ability.

13.	Quick (acid-test) ratio	$\frac{\text{Quick assets}}{\text{Current liabilities}}$	Measures the short-term liquidity of a firm.
14.	Inventory turnover	$\frac{\text{Cost of goods sold}}{\text{Average inventory}}$	Indicates management's ability to control the investment in inventory.
15.	Accounts receivable turnover	$\frac{\text{Net sales on credit}}{\text{Average receivables}}$	Indicates reasonableness of accounts receivable balance and effectiveness of collections.

Considering a franchise?

Pros	Cons
Experience and know-how available.	Franchisor may not have knowledge and experience.
Training of franchisee and staff.	Training may be incomplete or insufficient.
Continuing support and source of information.	Franchisor may not live up to his promise of continuing support.
Established image.	Image may be a detriment.
Services and supplies available from franchisor.	Services and supplies may be more expensive than if purchased elsewhere, or may not be of any value to you.
Start-up assistance.	Franchisor could over-saturate the market.
	Profits may be less than you have been led to believe.
	There may be no room for flexibility of operation.
	If franchisor operates from another province or country, you may have no legal protection.
	Fees may be too high.

Franchising allows a small entrepreneur to tap the highly developed management, marketing and purchasing skills of a large company with proven experience and a high public profile.

The arrangement is covered by a contract. The franchisor usually demands a franchise fee to start up, plus a royalty on sales which the franchisee makes. The franchisor may provide personnel training, assistance in advertising, leasing financing, use of trade marks and logos, and supply of product or equipment. The franchisee is given the use of the company name.

The franchisee has some degree of autonomy, but must conform to the contract terms spelled out by the franchisor. These restrictions vary greatly, depending on the product or service being franchised. Consult your lawyer to be sure you understand the contract terms.

Franchising is growing rapidly, but there are still no specific laws for this type of business. You must rely on your own good judgement, the advice of professional counsellors and the integrity of the francisor you are dealing with.

Most leading franchisors belong to the Association of Canadian Franchisors, which offers advice and assistance to interested business people, and has published a booklet entitled "Investigate Before Investing."

Before entering a franchise, do the same careful analysis that would apply to starting any other type of business. Though franchisees are self employed, they must conform to someone else's pattern of doing business. Success will depend largely on your ability to operate as part of a team and to follow the franchisor's proven methods of operation. Even as you gain experience, close cooperation with the franchisor will continue to be important.

Assess and compare franchises well before signing an agreement. Ask questions such as:

The franchisor

— What is the franchisor's background, financial condition and reputation?
— What services will be provided and at what cost?
— Can you review their audited financial statements?
— Will they help with marketing, training, financing, etc.?
— How long has their present management team been with the company, and what are their backgrounds and reputation?
— Will they help select a location and design the premises?
— How many franchisees do they have, where are they located and how long have they been in operation?

The product or service

— Would you buy it?
— Is it a fad, a seasonable item, a staple or a luxury?
— Is it well known?
— Are there warranties or guarantees; who is responsible for them?
— Are there provincial or federal requirements?
— Is it competitive?
— Is it protected by patent, copyright or trademark; can it be easily copied?
— Is it marketable in your area?

The territory:

— Is it exclusive, well defined, large enough?
— Is it the right territory (residential, commercial, industrial) for the product?
— What is present and projected population (for at least five years)?
— What is planned for the area (highways, rezoning, etc.)?

Direct marketing

What it isn't:

Direct marketing isn't a business; it is simply a method of doing business.

And direct marketing isn't direct mail. Direct mail advertising is only one of the uses for direct marketing.

Finally, direct marketing isn't a shortcut to riches that requires virtually no investment and no experience!

Direct marketing is selling directly to individual customers, without requiring the customer to come to your premises. However, nearly every known business need is encountered in using the direct marketing method: financing, management, advertising, buying/selling, collecting, controlling inventory, warehousing, bookkeeping, etc. In other words, the same requirements for operating any business also apply to the direct marketing method.

It is subject to the same principles of planning and cash control as any other business, and is governed by similar laws, regulations and licences.

If you want to set up a business using the direct marketing method, you should consult your accountant and your attorney, register your business or incorporate, and check all municipal, provincial and federal regulations.

Check with the Canadian Direct Marketing Association. This is a highly professional organization whose board of directors is composed of some of Canada's leading business people. They monitor direct marketing in Canada and also offer a course for beginners.

Pitfalls to avoid

The pitfalls of business* include:

— lack of experience;
— lack of money;
— the wrong location;
— inventory mismanagement;
— too much capital going into fixed assets;
— poor credit granting practices;
— taking too much money out for yourself;
— unplanned expansion;
— having the wrong attitudes.

What can be done about these pitfalls:

— recognize limitations;
— plan;
— keep records;
— watch the balance sheet, not just the profits;
— investigate;
— work with suppliers and banks;

— learn;
— use professional assistance;
— watch your health.

*Source: W.H. Kuehn, "The Pitfalls in Managing a Small Business" (New York: Dun & Bradstreet, March 1973)

Property leasing

Whether your new business space will be retail, industrial, office (or a combination of the three), you are facing one of your first major decisions in business.

You must choose the right location, the right size to meet your requirements at the right price or lease rate and, since you will be locked into an agreement for probably one to five years, your decision must be based on the best information available.

The sections on market analysis and location, beginning on page 37 of this book, will help you evaluate your requirements.

Because of the longlasting impact of the decisions you are about to make, you should obtain the best advice possible. Unless you are expert in these matters yourself, consult a qualified, reputable real estate firm which specializes in commercial or industrial leasing.

Leasing retail space

Having selected a potential location, your next consideration is size.

If you require a small space, for instance, keep in mind that it is very difficult to find good streetfront space under 800 square feet. Therefore, you will almost certainly be placed in an indoor mall.

The smaller retail spaces command much higher rates per square foot, as they are generally located in high traffic areas. The compensating factor is that because of this heavier traffic and greater exposure to impulse buyers you may be able to achieve greater sales dollars per square foot.

An important point: most people think they need more space than they actually do. Good space planning and merchandising technique can bring your requirements into proper perspective.

Types of leases

The terminology of commercial and industrial leasing can be confusing. The most common form of retail lease is generally quoted at so much per square foot per annum ("wholly net against percentage") with the total being divided into 12 equal payments.

"Wholly net" means that all operating costs (such as heating, electricity, taxes, etc.) are paid by the tenant, whether they are metered directly to him or he is charged for them on a proportionate share basis.

"Against percentage" refers to the fact that the rate is being quoted as the greater of either "x" dollars per square foot per annum **or** a stated percentage of gross annual sales, wholly net (usually six per cent to eight per cent of gross sales for most retailers).

Rates

Rates are the result of many factors, and will vary from town to town, region to region and even from one section of a city or town to another. A good realtor will be extremely helpful, since he will be familiar with all of the local rates and can help you make a sound decision.

Remember: before you negotiate percentage rents, you should know what percentages are prevalent in your particular business, what rate of rent-to-sales the business can accept, and what sales volume the operation can generate per square foot. As to whether you can afford the rates quoted, you can be guided by the following rule: for most retail operations **the total occupancy cost** (that is the combination of the minimum annual rent or percentage rent and utilities and other operating costs) **should never amount to more than eight per cent of the gross annual sales.**

Most leases are for a five-year term, perhaps with an option clause allowing an increase in rent. Food-related tenants can usually qualify for longer terms because of the higher cost of their improvements to the premises. Because improvements of some kind are undertaken by most tenants, landlords usually provide some degree of tenant allowance.

When you examine the lease, pay close attention to the "use" clause. Be sure that it specifically allows you to sell the type of merchandise you will be featuring.

And remember to take a copy of the "offer to lease" and the landlord's standard lease form to your lawyer for his opinion before signing any documents.

Leasing space for light industrial use is no different than other business transactions: first know your requirements, and then be aware of the terms of the agreement binding the transaction.

Regarding requirements, carefully consider your particular type of business. (Chapter 5, manufacturers' checklist, will be a useful guide.) For instance: how much space should be devoted to warehouse or manufacturing and how much to office use? A good rule of thumb is that the ratio of office to warehouse/manufacturing is roughly 1 to 10.

Clearly define physical space layout. Ceiling height is very critical. Perhaps your business is such that the cubic measurement (for stacking inventory) is much more important than square footage.

Another consideration is the method of shipping product. If truck level shipping is required, the floor of the plant must be level with the floor of the truck. If grade level shipping is your choice, the plant floor must be level with the outside driveway.

In the search for space, you most likely will be exposed to the industrial condominium, a concept similar to the residential condominium. While there are many advantages, such as equity build-up and tax savings, there are limitations, also. Industrial condominium space is normally not smaller than 1,500 squre feet. Therefore, to consider a condominium, you must be fairly certain that your space requirement will remain constant. If at a later date you find you must expand, you would have to sell, perhaps at a time that will interfere with the smooth operation of your business.

You need expert advice on location, lease terms and rates to make comparisons. Seek the assistance of a competent, specialized realtor to discuss the following points:

— Is the rental rate being quoted on a square foot basis per annum or otherwise?
— Is the amount quoted net, gross or semi-gross?*
Most common is a net rental. This means that the tenant pays all the extra costs such as real estate tax, business tax, heating, electricity and so forth. The space might be quoted on a net basis, but the lease may read that the tenant undertakes to pay to the landlord, in monthly payments, one-twelfth of the annual total of these extra expenses.
— Does the industrial zoning applicable to the building permit your particular type of business?
— When going into a multi-unit building (basically the source of small space units), ensure that you have the right of first refusal on any adjoining space so that you might acquire that space if you need to expand.
— Check the term of the lease. For small space, this can vary from three to five years. While some landlords are willing to accept a one-year term, they will likely also ask a premium.
— While the rental rate is generally quoted on a square foot per annum basis, you will have to make monthly payments.
— If your company is newly formed, the landlord may require a personal covenant (i.e. you will have to personally guarantee rental payments should the company be unable to make them).

When you are satisfied that the space and terms meet your requirements, take the lease to a lawyer for final clarification and approval before you sign.

*"Net" means only the rate quoted per square foot per annum, not including extra costs. "Gross" means all inclusive, including extra costs noted previously. "Semi-gross" means quoted rate, plus specified other costs.

Owning Your Space

Faced with the increasing cost of leasing, many small and medium sized businesses consider ownership.

The important question is whether the concept is valid for your particular business. The matter is not subject to easy generalization, and every situation is usually unique.

To appreciate the financial advantages of ownership, consider the following:

In past years, it was possible to obtain fixed leases for up to 20 years. With such leases, the financial benefits of owning versus leasing were minimal. However, given current economic conditions, there are several advantages to owning over leasing:

— Tax saving ... including deductions of interest payments on any financing plus capital cost allowance or depreciation for owning.
— Capital appreciation ... in the current economy you can expect an increase in the value of commercial real estate to improve in the future.
— Equity build-up ... if the ownership is financed by any form of debt financing such as a mortgage (which is usually the case), repayment of the principal constitutes equity build-up to the point where the real estate is finally owned 100 per cent.
— Cash flow ... it is often possible to generate cash flow through leasing space to tenants.

Your Financing

The success or failure of your business will depend on whether you have enough capital to:

— buy the equipment and inventory you need;
pay overhead costs such as rents, salaries, etc.;
— have a large enough reserve fund for extra working capital; for taking advantage of "specials"; and for surviving temporary setbacks.

What funding do you need?

Your funding requirements can be broken down into two main categories:

1. Initial costs ... land, building, fixtures, machinery, supplies, vehicles, pre-opening expenses and opening inventory:
2. Daily operating costs ... rising inventories, payroll, rent, taxes, advertising, accounts receivable, etc.

It is essential to know what all these costs will add up to. You must prepare a cash flow forecast, which will give you an accurate estimate of your cash requirements for the first 12 months. Some instructions and sample forms are included later in this chapter. If you cannot do a cash flow forecast yourself, call the nearest Tourism and Small Business Resource Centre, or hire someone to do it for you.

The money required to operate your business can come from several sources, including: your own savings; or loans from friends, relatives, investors, chartered banks, credit unions, the Saskatchewan Economic Development Corporation or the Federal Business Development Bank. Other financial assistance may include lines of credit from your various suppliers.

Two types of borrowed funds

Long term financing:

— used to buy fixed assets such as buildings, machinery and fixtures; paid back in equal monthly installments;

Short term financing:

— used to pay for current assets such as inventory, accounts receivable and other working capital requirements. Usually covered by a demand note at the bank, and fluctuating weekly or monthly depending on the need.

It is easier to borrow money by pledging fixed assets, so don't put your own funds into machinery or buildings; save it for working capital needs.

What lenders need to see:
— you can repay the loan out of normal business activities;
— the loan is big enough to do the job;

— a description of your project in writing;
— cash flow projections for the first 12 months, including repayment plans;
— projected profit and loss for first and second year;
— list of stock and equipment;
— list of assets you can offer as collateral;
— short history of your business experience;
— statement of your personal net worth.

Cash flow forecasting

A cash flow forecast is your most useful tool to help ensure financial solvency. With this forecast you try to predict all the funds that you will receive and disburse, and the resulting surplus or deficit. You take into account not only the operating and capital budgets, but also the ratio of cash sales to credit sales and the paying habits of your customers. To estimate cash outflow you must also consider the promptness with which you intend to pay for your materials and merchandise.

By making a cash flow analysis you can estimate how much cash will be needed to operate your business each month, when you will need additional short term funds from the bank, and when you will have surplus funds to reduce your bank loans. This information can assist you in timing your capital expenditures more appropriately, accelerate collection of accounts receivable, ward off a cash shortage, plan short term borrowing well in advance and perhaps invest a temporary surplus.

Start your own forecasting

Here is an example of cash flow; enter your own figures on the forms. These completed forms will be used in your business plan, which is covered later in the guide.

1. Cash Flow
2. Statement of Income & Expense.
3. Personal Statement of Affairs.
4. Balance Sheet.
5. Statement of Accounts Receivables.

Cash Flow Forecast

CASH RECEIPTS	First Month	Second Month	Third Month	Fourth Month
Cash Sales				
Collection of Accounts Receivable				
Loans				
Other Cash Receipts				
Total Cash Receipts				
CASH DISBURSEMENTS				
Purchase of Materials or Stock				
Purchases of Fixed Assets				
Advertising				
Management Salaries				
Other Salaries and Wages				
Rent				
Repair and Maintenance				
Legal and Accounting				
Licenses and Taxes				
Insurance				
Telephone				
Utilities				
Vehicle Expense and Travel				
Other Operating Expenses				
Interest and Bank Charges				
Payment on Loans/Mortgages				
Income Tax Payments				
Other Cash Expenses				
Total Cash Disbursements				
Cash Surplus or (Deficit)				
Opening Cash Balance				
Closing Cash Balance				

FIFTH MONTH	SIXTH MONTH	SEVENTH MONTH	EIGHTH MONTH	NINTH MONTH	TENTH MONTH	ELEVENTH MONTH	TWELFTH MONTH	TOTAL

Statement of Income and Expenses

SALES				
Cost of goods sold				
Inventory at beginning				
Purchases				
SUB TOTAL				
Less inventory at end				
Cost of goods sold				
GROSS PROFIT				
Expenses				
Accounting				
Advertising				
Automobile expenses				
Business tax, fees, licenses				
Owner's salary				
Other salary				
Employee benefits				
Convention expenses				
Freight				
Insurance				
Interest, bank charges				
Maintenance and repairs				
Management				
Offices expenses, postage				
Property taxes				
Rent				
Telephone				
Utilities				
Travelling expenses				
Truck expenses				
Other expenses				
Depreciation				
TOTAL EXPENSES				
NET PROFIT				

Personal Statement of Affairs

Date _____

Name _____

Address _____

General Information

Phone Home	Business	Age	M or S	Dependents including Wife
Present Employer		Position occupied		How long with this Employer
Previous Employer				How Long
Landlord	Address			Monthly Rental $
Salary Wages or Commission Per Annum $	Other Income Per Annum $	Source		
Guarantees on Debts of Others Name		Amount		

Assets

Bank Accounts	
Stocks At Cost Market Value _____)	
Bonds At Cost Market Value _____)	
Live Insurance Cash Surrender Value Beneficiary	
Automobile - year - make	
Home - Registered - Building Size Lot Size	
Other Assets	
TOTAL	

Liabilities

Bank Loan	
Charge Account	
Other Charge Accounts	
Policy Loans on Life Insurance	
Other Loans	
Installment Purchases	
Mortgages Interest Rate Terms Payments	
Taxes	
Other Liabilities	
SUB TOTAL	
Net Worth	
TOTAL	

_____

Signature

Balance Sheet

Date _____

_____

(Name of Company)

Date of Statement				
Assets				
Current				
Cash & Bank Accounts				
Stocks & Bonds at Cost (Mkt Val. $)				
Cash Value Life Insurance				
Accounts Receivable (attach aged list)				
Less Allowance for Doubtful				
Inventory at Lower of Cost or Market				
Prepaid Expenses				
Other Current Assets				
TOTAL CURRENT ASSETS (A)				
Fixed				
Land & Buildings				
Less: Accumulated Depreciation				
Furniture, Fixtures & Equipment				
Less Accumulated Depreciation				
Automobiles				
Less Accumulated Depreciation				
Leashold Improvements — Net				
Other Assets				
TOTAL ASSETS				
Liabilities				
Current Debt				
Bank Loans				
Loans — Other				
Accounts Payable incl. Cheques in Transit				
Withholding and Sales Taxes Payable				
Income Taxes Payable				
Current Portion of Long-Term Debt				
Other Current Liabilities				
TOTAL CURRENT LIABILITIES (B)				
Long Term Debt				
Mortgages & Liens Payable (attach details)				
Less Current Portion				
Loans from Shareholders				
Other Loans of Long Term Nature				
Total Liabilities				
Net Worth				
Total Liabilities and Net Worth				
Working Capital (A - B)				

Statement of Accounts Receivable

at 19

Date _____

_____

(Name of Company)

_____

Names of Debtors	Total (Omit Cents)	Current (Omit Cents)	31 - 60 Days	61 - 90 Days	Over 90 Days & Holdbacks	Remarks
1. Sub totals $						
2. *Aggregate of accounts under $ $						
3. *Number of Accs.	No	No	No	No	No	
4. TOTALS						
Percentage	100%	%	%	%	%	
Total last statement dates $						
DATE						
Percentage	100%	%	%	%	%	

The undersigned submits the foregoing to be a true statement of accounts receivable.

_____

Signature of Customer

Notes

Bookkeeping

Failure to keep adequate records from the start is a problem which plagues many small businesses. Without records there are no controls, and without controls there can be no effective management. Lack of proper records can also cause major embarrassment when dealing with banks, and can lead to difficulties with tax departments and other government agencies.

It's important to keep records simple and precise. As you become more familiar with the business, additions can be made to the recordkeeping system to reflect the uniqueness of the operation.

Previous experience in keeping records can be a great asset to any business. If this experience is not already available, get qualified help to set up a system for you right from the start.

Remember:

— any system of bookkeeping is only effective if it is used;
— it should provide **current** and **accurate** information;
— it should be used to help you control your business, providing up-to-date information which you use to make decisions.

Controlling your credit

Maintaining a proper cash flow is probably the single most important factor in operating a successful business.

According to the president of one of Canada's leading collecting agencies, cash flow problems can often be solved simply by making sure you are paid promptly. Statistics show that the longer you allow a customer's account to go unpaid, the greater the risk it never will be paid in full. Therefore, the control and collection of accounts receivable is most important.

Remember: unless you are paid in advance, you always run a risk of not being paid. This risk should be minimized by proper procedures such as:

— knowing your customers;
— making sure terms are clearly understood;
— making sure your customers can meet the terms;
— billing promptly;
— demonstrating that you expect prompt payment;
— maintaining dated accounts receivable;
— following up overdue accounts;
— engaging a professional collector as soon as you identify that there is a collection problem with a customer.

How to collect

When should you turn an account over to a professional collector?

Just as soon as you see there is a problem that you cannot solve, or when someone else can collect it at a net cost lower than you can yourself.

Here are some of the signs of a problem:

— when you lose communication with the customer;
— when there are unjustified demands;
— when the excuse for nonpayment could have been forseen by the customer prior to the purchase.

Usually, an account should not be allowed to run more than 30 days beyond the due date. The customer either is using your money to satisfy someone else, or does not have the money at all. Neither situation should be tolerated. If your first account cannot be paid according to the terms, do not continue to supply services or merchandise to that customer in the hope that the full account will be paid on a later due date.

When personal efforts fail, there are two other recourses available to you. The first is legal action, but litigation is slow and costly, and generally impractical unless the amounts involved are very large. The second is to turn over the account to a good collection agency.

Choose an agency that can meet your requirements and whose ethics and standards are consistent with the way you wish to conduct your business.

Bad-cheque control

Bad-cheque artists steal millions from small businesses every year. Ironically, the small business helps them because it:

— is too trusting;
— is too embarrassed to insist on proper identification; or
— has failed to properly train staff.

It's always difficult (and usually impossible) to recover money lost this way. Prevention is far more effective than recovery.

Risks can be greatly reduced by:

— limited cheque cashing authority to certain delegated employees only, who must initial cheques;
— establishing a maximum limit to cheques that authorized employees may cash.

Learn to recognize the characteristics of people who are deliberately passing worthless cheques. Here are a few of the danger signals:

— a stranger who objects to providing identification, but names well known people as his friends;
— a client who wants to write a cheque for more than the value of the merchandise and wants the difference back in cash;
— a cheque issued by an unknown company, especially if it is not properly printed on safety paper;
— a second party cheque ... the chance of fraud is doubled;
— a postdated cheque or one which has been altered in any way;
— a client who presents a cheque made out to a company which he claims is his, therefore giving him signing authority;
— a cheque presented by a juvenile ... children are not legally responsible;
— a cheque presented by a stranger on a weekend or holiday, when it is not possible to check with a bank;
— an out of town cheque ... increasing risk and diminishing the chance of recovery.

Train your employees to follow this procedure for examining the critical items on every cheque:

B — Bank ... are the bank and branch clearly identified?
A — Amount ... do written and numerical amounts agree?
D — Date ... is the cheque dated? Is the date correct?
P — Payee ... the endorsement should correspond to the name of the payee on the face of the cheque.
I — Identification ... Insist on proper identification if you do not know the client personally.
E — Endorsement ... the cheque should be endorsed exactly as drawn, and in ink.
S — Signature ... make sure the signature matches that shown on the identification you requested. Have the cheque endorsed in your presence.

Finding a source of funds

The most common source of financing for small business is the chartered bank. To provide working capital, banks can provide short term loans, long term mortgage loans and loans against inventory or accounts receivable, etc.

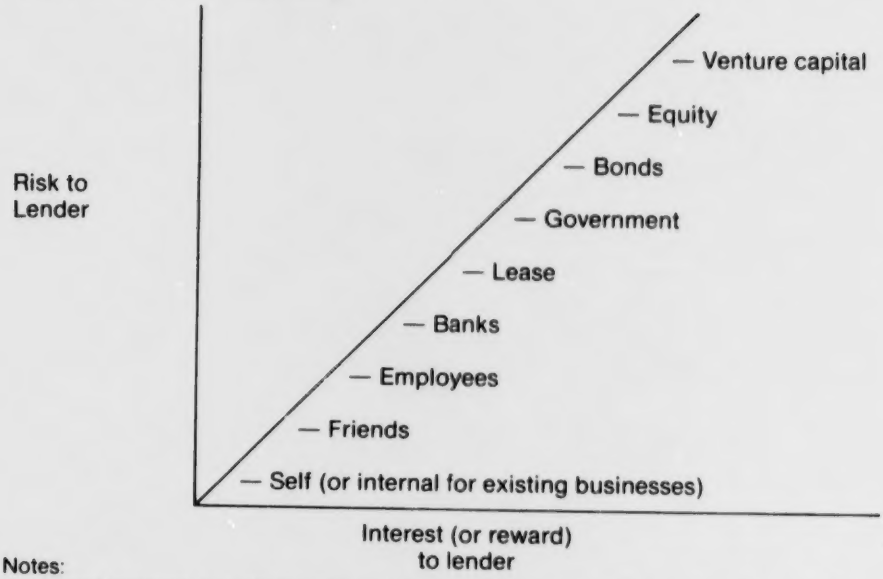
Banks also offer a full range of banking services, including: personal and business deposit and loan accounts, buying and selling of foreign exchange, purchase and sale (or safekeeping) of securities and other valuables, letters of credit and the provision of market and credit information in Canada and other countries.

Other leading sources of finance are the insurance companies, trust companies, credit unions, commercial credit and acceptance companies, venture capital loan companies and factoring companies.

Equity capital, represents the net value of the business since all other financing amounts to some form of borrowing which must ultimately be repaid. Also, business profits can be reinvested as additional financing once your business has started.

Leasing may also be considered as a source of funds. The interest rates are relatively high, but payments are totally deductible. Leasing arrangements are usually used for machinery, vehicles and office equipment, where it is desirable to avoid heavy capital cost outlays.

Sources of financing



Notes:

- Internal sources include inventory control, cash management, credit management, etc.
- Friends usually turn out to be not the silent partners as originally perceived.
- Employees — Are they the right ones to "lock in"?

Have you tapped all sources of financing to obtain the most acceptable terms?

★★★**BE SURE TO GET** *ENOUGH* MONEY BEFORE YOU START★★★

How SEDCO can help

The Saskatchewan Economic Development Corporation is a provincial crown corporation.

SEDCO provides financial and industrial services to nearly all sectors of the provincial economy. The corporation provides loans to new and expanding operations, and has consulting services to assist small businesses.

Assistance from FBDB

The Federal Business Development Bank is a federal crown corporation which promotes and assists in the development of businesses by providing financial and management services.

FBDB provides financial assistance to sound commercial or industrial enterprises which are unable to get capital from regular sources on reasonable terms.

Loans can range in size from a few thousand dollars and up. Normal guarantees or collateral are required. The amount that can be borrowed for a specific purpose depends on your ability to satisfy the bank's requirements. The bank is also a source of venture capital.

FBDB also provides a management counselling service, conducts management training seminars across Canada and publishes booklets on a wide range of topics pertaining to the management of small business.

Getting the most from your bank

Bank loans

Your involvement with the banking world begins even before you start your business. Develop a good working relationship with the bank of your choice from the very beginning. Faster and better services are supplied when a bank is familiar with its customers and their businesses. In that environment, suggestions for keeping a business financially healthy are more readily given, crisis borrowing can be avoided and good loan planning can be developed. **Never surprise your banker with sudden or unplanned requests for funds.**

Unless you are independently wealthy and insist on using only your own money, you will require financial aid from the bank in the form of a term loan for any of the following purposes:

- to assist in establishing your new business;
- to purchase an existing business;
- to purchase new equipment;
- to provide additional working capital;
- to provide funds to retire a bond issue or outstanding preferred stock.

Developing good bank relationships

To develop good bank relationships:

- find out the services your bank offers (location, hours, etc.) and, if practical, use the bank most of your customers and potential customers use;
- give the bank manager all the information he requires for head office approval of the loan (see "Business plan")'
- annually arrange a line of credit to meet peak requirements (but borrow only what is necessary, when necessary);
- adjust the loan level as actual requirements change;
- make realistic repayment commitments;
- avoid overdrafts;
- be prepared to provide security for the loan.

What a lender needs to know

The lender will require the following information:

- amount of loan and period for which it is needed;
- reason for the loan;
- brief history of the company;
- financial statements of the business for the past three years;
- details of current financial position including specific data on:
  - accounts receivable
  - accounts payable
  - inventory
  - fixed assets
  - short and long term debt
  - special accounts
- facts about company operation;

— facts about management and officers;
— details of the project to be financed;
— cash flow statements for the next 12 months (perhaps indicating an operating line of credit);
— projected financial statements (indicating present requirements);
— the security you're offering.

Evaluation by a lender

Your application will be evaluated on:
— your debt paying record;
— ratio of debt to net worth;
— past earnings and potential future earnings of the company;
— value and condition of the collateral for security;
— your character;
— your management ability;
— the fact that you have prepared a business plan.

Collateral accepted by a lender

The lender will accept the following as collateral:
— granting of a floating charge debenture;
— personal guarantees of officers of limited companies;
— co-signors or guarantors;
— pledging of inventories;
— assignment of accounts receivable, leases, savings, warehouse receipts or securities;
— pledging of cash surrender value of life insurance;
— agreement to restrict salaries, drawings and loan payments of proprietors, partners and principal shareholders;

Restrictions imposed on the borrower

Some common restrictions imposed on the borrower are:
— maintain working capital at a specified amount;
— furnish financial statements annually or semi-annually;
— share structure;
— limit dividends;
— sell the company or the assets;
— create no new debt except as agreed;
— provide no guarantees on behalf of others;
— restrict drawings or benefits to shareholders.

Security for term loans

The following will serve as security for term loans:
— mortgage on property or chattel;
— floating charge debenture on other assets;
— personal guarantees.

See sample forms for financial submission for bank loan (pages 19 - 24).

Where to Get Business Information

Information in the business world is vitally important. Obtain as much information as possible, then sort out the **useful information**. Make use of knowledgeable and experienced sources only. For example:

Business/statistical reports

Federal and provincial agencies provide essential business statistics for all sectors of the economy. Market research can be done for various regions of the country. You can get these reports from the relevant government departments.

Companies like Dun & Bradstreet research and report on the state of various businesses. The information is available only to subscribers, who must be accredited business organizations.

Accountants

Your accountant can recommend the most advantageous way of setting yourself up in business, and the most effective bookkeeping methods to suit your needs. A good accountant can help you project and analyze your financial conditions, and can prepare a statement of the requirements for starting or expanding your business.

Bankers

Your banker is knowledgeable about financing, and should be familiar with your community, business and economic conditions, as well as with other sources of funding and assistance. Besides, helping you select banking services, your banker can help you deal with management problems and decisions.

Chamber of commerce/board of trade

A chamber of commerce or board of trade is made up of local business people who want to make your community a better place to live and do business. Committees are set up to assist with business, education, civic affairs, employer/employee relations, tourism, etc. The chamber or board acts as a liaison and a lobby with all levels of government.

Business consultants

A consultant who specializes in small business can help you organize the many facets of starting or expanding a small business. A consultant keeps you aware of things to consider in your new venture.

A professional with a sound knowledge of business procedures can:

— assess your present and future financial needs, and help in the necessary start-up procedures;

— determine the feasibility of your venture from more than just a financial point of view of an accountant. Consideration of marketing, pricing, competition and supplier availablility are important as well.

Industrial/economic development officers

Civic governments in most communities have industrial or economic development officers or committees. They provide information on land, local economic conditions, housing and labour costs, and can offer suggestions on site location. Their job is to assist and encourage you, so take advantage of their services.

Lawyers

Lawyers are essential for interpreting and preparing legal documents such as leases, franchise agreements, contracts, partnership agreements and corporation documents.

Better business bureaus

Better business bureaus compile business "reliability reports" which include a grading system of "1A" to "D". Information in these reliability reports is mainly of two sorts:
— basic information which comes from the company itself;
— information about how the company has handled complaints.

These reports arise through inquiries, complaints and public record, as well as bureaus contacting a company to suggest a voluntary listing in the bureau's files.

Ratings:
— "1A" means that no complaints have been received on the company;
— "A" shows that a company examines and adjusts a large majority of valid complaints;
— "B" means the company has only a 50-60 per cent rate of adjusting valid complaints;
— "C" and "D" indicate that the company does not meet the bureau's standards.

Though a better business bureau invites companies to become members, anyone can request a verbal reliability report on member and non-member companies. Canadian bureaus are in contact with nearly 150 bureaus in the U.S.

Police departments

Crimes against business are usually crimes of opportunity. Your police department can help prevent loss by reducing these opportunities. They offer advice on business security (locks, lighting, alarms, etc.) and help deter pilferage and theft through "operation identification", a national numbering system to identify business property.

Trade associations/publications/suppliers

Trade associations provide a forum for business people with similar interests, and can provide you with a number of expert, specialized services.

Trade publications provide a wealth of information on virtually every type of business. Suppliers or trade associations can suggest publications in your field.

Trade suppliers frequently offer additional services apart from the goods they sell. Find out the services your supplier offers which can help you.

Educational institutions

Many of the province's post-secondary educational institutions provide training in business. The knowledge they provide may help you open or expand your business.

Preparing Your Business Plan

Your business plan is the blueprint for management, a tool for financing and the standard for measuring performance.

As an entrepreneur, you're going to invest time and money ... and it is only through your business plan, especially the cash flow and pro forma documents, that you get the information you need to decide if the project will pay a sufficient return for your time and money.

You should be the one who judges the business plan more critically than anyone else. You need to know whether the projected returns are sufficient to invest 3-5 years of your life, as well as your capital!

As you begin to write your plan, remember to be:
- **factual** ... you'll only fool yourself if you are less than honest and realistic;
- **comprehensive** ... examine every facet of your venture; overlook nothing; double check with a friend or business advisor;
- **complete** ... thoroughness is vital to having a comprehensive plan;
- **competitive** ... remember there will be competition at every turn: for money, for markets, and for good employees.

Your business plan should:
- be easy to read; a non-technical presentation;
- include risks as well as opportunities;
- use facts and presentations which can be verified;
- be typewritten on letter-size or legal-size paper.

Major parts of the plan

Introduction:

State what it is you want to do. List the company name and address, the presenter's name, and a short paragraph about the company securities offered. Ask for confidentiality.

Table of Contents:

This outlines the main elements of the plan for you and your reader. List the sections of the plan and their page numbers. Include a listing of charts and illustrations, with page numbers.

Executive summary:

This section will present your plan in miniature:
- a brief description including product or service, staff, location and facilities;
- a short history of the venture, background of the principles and the development work of the company so far;
- highlights of the industry, especially the competitive elements (locally as well as nationally) such as markets, customers and their profile, developments, new products, competition, growth potential and industry outlook.

Marketing plan:

This covers the scope and results of your market feasibility analysis, which is the basis for your marketing strategy. The marketing plan will relate, among other things, to:

- how this opportunity was identified;
- the location of operation and market;
- the product;
- the price;
- promotion;
- packaging;
- distribution;
- market monitoring.

(Use the marketing checklist or the "Marketing Workbook" available from Saskatchewan Tourism and Small Business, to make sure you deal with all the important points.)

Operating plan:

Here you deal with the scope and results of your operation analysis. Show:

- technical aspects of your proposed operation (use diagrams, charts and photos);
- legal structure (e.g., proprietorship, partnership, corporation);
- roles of the owners, along with resumes of their experience and statements of their net worth;
- directors, officers and key management by name and place within the organization;
- share options, contracts and agreements;
- labour requirements in terms of numbers, availability, skills and job descriptions;
- location within the community (use a map);
- floor plan, equipment placement, activity flow and job stations;
- control systems;
- operating capacity and physical limitations.

Set out all the variables you can identify, and how you expect management will deal with them.

(How complex the plan is depends on the nature of the business, with manufacturing and processing usually involving many more details.)

At the end of this section identify by name the following:

- your lawyer;
- accountant;
- management consultant;
- engineering services;
- financial services;
- manpower services.

Financial plan:

This section deals with your financial feasibilty analysis, and illustrates your financial management strategy. This entails three tasks:

- outline the assumptions used for financial planning ... marketing plan as a basis for sales forecasts, and operating plan as basis for capital cost estimates;
- prepare financial forecasts ... pro forma balance sheets, income and expense statements, cash flow projections (samples of these forms are found in chapter 2);

— finalize operating costs (based on cash flow projections), and prepare a pro forma sheet on sources and applications of funds.

Venture analysis:

Calculate your return on investment and analyze some common business ratios (table A, chapter 1) to measure the potential performance of the business. Examine risks, such as the reaction of competition, possible weak links, new technologies ... and how management will respond to these.

Appendix:

— Attach appropriate documents
— Resumes
— Statements of net worth
— Leases
— Agreements
— Etc.

Your regional business representative (see list on page 66) can provide you with copies of other articles on business planning, and will review your plan with you upon request.

The most important single factor in starting an enterprise is confidence that success can be achieved ... the confidence of your partners, shareholders, business associates, customers, suppliers, banker and yourself. This confidence requires a sound plan to direct action and to measure results.

And to be a fully effective discipline, the planning of business management must come from within the business itself. You must be prepared to get fully involved.

Your Venture Checklists

Consider these important questions **before** you begin a new venture.
The following checklist is meant to assist you in assessing each point against your business plan, prepared in the previous chapter.

Carefully consider each point and its relevance to your proposal or sitation. Not all points will apply, but carefully compare each point to your proposal. This will highlight any areas of deficiency and allow you to elaborate as required.

Remember, if you're presenting your business plan to a lender for a loan, the more complete the plan is, the more credible you are.

Marketing

What's the nature of your market

- number of potential buyers, by region;
- number of existing buyers, by region;
- profile of buyers ... age, income, occupation, education, sex, family size, etc., by region;
- profile of users (if buyers and users are different) by region;
- where buyers and users live ... region, city size, urban, suburban, rural;
- where buyers buy ... urban, suburban, rural, trading centre, local, type of store;
- size of purchases;
- when buyers buy ... time of day, week, month, year, and frequency of purchase;
- how buyers buy ... name brands specification or not, impulse, planned, comparison, personal inspection, cash/credit;
- why buyers buy ... attitudes, motivation, trends, styles;
- who influences buying decisions ... type of product and brand, uses of product;
- unfavorable attitudes of buyers and brand;
- indications of changes in buying habits.

Structure of your market

- number of competitiors;
- number of brands ... national, regional, local;
- share of market by brands ... total, regional, city size, type of store;
- characteristics of leading brands;
- differentiation of own brand from leading brands;
- policies, presentation, methods and tools of principal competitors.

Your product profiles

Your product

- quality ... materials, design, durability, safety, method of manufacture and workmanship

— models, sizes, colors, flavors, etc.
— luxury, standard, essential
— convenience of shopping

Your package

— protection ... shipping, handling, theft, tampering, spoilage, etc.
— utility ... measures, closure, reseal, disposable, etc.
— identification ... universal product code, visual exposure, color, label
— display ... versatility for stacking, hanging, filing, etc.

Your name brand

— legal ... logo, trademark, copyright, industrial design
— image ... memory value, goodwill value, recognition, suggestiveness, pleasingness, generic original

Your service

— installation ... who, when, cost, delivery
— maintenance ... who, when, cost, convenience
— repair ... who, when, cost
— warranty ... who, when, how long
— accessories ... aftermarket, compatible

Your place in the market

Distribution channels

— number of retailers ... each type of region
— number of wholesalers ... each type of region
— per cent of retailers ... each type, handling brand by region
— aggressiveness of retailers, cooperation by region, store type and city size
— indications of shift in relative importance of channels

Your promotion

Personal selling

— recruiting and selection ... methods, qualifications, standards
— training ... methods, skill development, motivation
— supervision ... performance reviews, development
— compensation ... commission, bonus, benefit plans

Advertising

— effectiveness ... comparison of spaces purchased, timing, appeals and themes, black-&-white vs. color
— cost effectiveness ... various media, style, background, placement
— product effectiveness ... feature products, merchandising

Sales promotion

- cooperative advertising
- deals, premiums, coupons, discounts, bonus gifts

Publicity

- announcements, press releases, mentions

Your price

- from factory ... volume capacity vs. demand
- to wholesalers ... by type, size, and regions
- to retailers ... by type, size and region
- discounts ... functional, volume, cash, other
- allowance and deals
- service charges
- price stability ... commodity influences such as energy, labour, weather, technology

Your strategy

- selection of a target market
- development of a marketing mix

Your operation

Location

- traffic patterns
- parking
- zoning
- local development trends

Facilities

- lease/purchase
- utilities
- storage
- expansion potential
- fixtures and equipment
- leasehold improvements
- layout
- installations

Operating systems

- production
- inventory
- record keeping
- job procedure
- maintenance

Operating assistance

- lawyer
- accountant
- management consultant
- engineering services
- financial services
- manpower services

Your finances

Capital structure

- equity
- current assets
- current liabilities
- fixed assets
- long term debt

Operating forecast

- sales
- cost of sales
- gross margin
- general operating expenses
- net profit
- income tax payable
- cash flow analysis
- contingency analysis
- risk analysis
- inflation impact analysis
- interest rate impact analysis

Financial services

- bank/credit union
- mortgage lender
- insurance coverage
- bonding
- trade credit
- venture capitalists
- background equity
- government programs

Your organization

Legal structure

- proprietorship
- partnership
- private corporation
- public corporation

Registrations

- trade name
- trade mark/logo
- business license
- permits
- Education & Health tax
- Excise Tax
- professional or trade licenses
- memberships

General arrangements

- contracts
- business forms
- personal will
- buy/sell agreement
- cross insurance
- key man insurance
- occupational health and safety

Your staff

- skilled
- unskilled
- professional
- supervisory
- qualification standards
- job descriptions
- wages and salaries
- performance standards
- staff benefits
- staff training

Your management

- Can management prepare and implement a sound business plan?
- Does management have adequate authority and control to fulfill its responsibility?
- Do training programs encourage personal skill development towards increased responsibility?
- Can management change be introduced as required to benefit the business? Even if the changes require a new manager?
- Does the manager have the qualities of time, character, stamina, planning, control, development, leadership, decision-making, confidence, practical realism? And **commitment**?

Your own preparation and commitment

- Have you obtained independent legal advice on all contracts?
- Are **all** financial commitments finalized? In **writing**?
- Does the business plan have time in its favor?
- Are you prepared to lose your business investment?
- Are you prepared to succeed?

What Form of Organization Do You Need?

Proprietorships

The proprietorship is the simplest form of business organization. The owner assumes:
— all responsibilities;
— all profits or losses.

If a proprietorship fails, all assets, whether business or personal (with certain exceptions) can be legally taken and used to discharge the liability.

Registering your business name

Every "business name" must be registered under the Business Names Registration Act. A "business name" is:
— a name other than the proprietor's family name or surname (for example, John Doe carrying on business as Sunrise Hardware);
— a name comprising the proprietor's family name or surname with the addition of some other word or phrase indicating a number of members (for example, Doe and Company).

Registration, or renewal of registration, expires after five years. The fee for registration or renewal is $10.

"Declaration for Registration of Business Name, Form A" is available from the Corporations Branch, Consumer and Commercial Affairs. (See the list of organizations and agencies at the end of this chapter).

Business losses of a proprietorship can be deducted from "other income" on the proprietor's personal income tax return.

Partnerships

A partnership is a combination of two or more persons jointly carrying on a business and sharing profits or losses.

The two classes of partnership:
— **General partnership** ... all members take part in management and control of the business. Partners are jointly and severally liable for debts of the partnership (i.e. one partner can be held responsible for all debts incurred in the name of the business by another partner). A partner can also be held responsible for wrongful acts or omissions by another partner.

— **Limited partnership** ... some members are general partners who control and manage the business, while other partners are limited (i.e. take no part in control or

management and are liable for debts to a specified extent only). A legal document, setting out specific requirements, must be drawn up for a limited partnership.

All partnerships must be registered. The fee for registration or renewal of a general partnership is $10. The fee for registration of a limited partnership is $25 for the term of the partnership.

"Declaration for Registration of Business Name, Form B" (for general partnerships) is available from the Corporations Branch, Consumer and Commercial Affairs.

A partner's portion of a business loss can be deducted from "other income" on your personal income tax return.

Partnership agreement

A general partnership can be formed without a written agreement, but it is an advantage for partners to have an agreement written to provide:

- objectives;
- date of commencement;
- amount of each partner's investment;
- names and duties of partners;
- how profits and losses are to be shared;
- salaries of each partner;
- provision for the death of a partner (often partners hold an insurance policy on each other, so a surviving partner will have funds to buy out the deceased's share from the estate);
- provision for arbitration of disputes;
- special conditions;
- rules for dissolution of the partnership.

Joint ventures

Any group of companies, partnerships or individuals associated as members of a business venture must be registered with the Corporations Branch, Consumer and Commercial Affairs.

Co-operatives

A co-operative is a corporation organized by people with similar needs to provide themselves with goods and services, or to make joint use of their available resources to improve their incomes. It is designed in such a way that:

- all members have an equal say (one vote per member, regardless of number of shares held);
- open and voluntary membership;
- limitation of interest on share capital;
- return of surpluses to members according to amount of patronage.

Co-operatives may be formed with as few as two members, and fall into various types:

- purchasing;

— marketing;
— production;
— service.

The Saskatchewan Department of Cooperation and Co-operative Development helps organize co-ops, and inspects co-operatives as required by various laws.

Corporations

The term "corporation", "incorporated company" and "limited company" all mean the same thing. (The term "company" is often used to indicate a corporation, but actually refers to any business enterprise.)

A corporation is an "artificial person" created by law and, unlike a proprietorship or partnership, is a separate legal entity with individuality of existence. No member of a corporation is personally liable for the debts, obligations or acts of the corporation.

A corporation is identified by the terms "Limited", 'Ltd.", "Incorporated", "Inc.", "Corporation" or "Corp." Whatever the term, it must appear with the company name on all documents, stationery, and so on, as it appears on the incorporation document.

A corporation may use a "trade style", providing the trade style is registered.

Incorporating a business can be complicated, so even though you can incorporate a business yourself, it is advisable to seek legal help.

Business losses can not be written off against "other income" on the shareholder's income tax return, but can be carried forward and written off against corporation profits in future years.

Private corporation

A "private corporation" can be formed by one or more people. The corporation must be registered under the Business Corporations Act, and must file an annual return and pay an annual fee. A majority of its directors must be Canadian residents and at least one must reside in Saskatchewan. A private corporation can not sell shares or securities to the general public.

Clear your proposed company name before filing the Articles of Incorporation. You may use a business name (e.g. ABC Mfg. Ltd.) or a number name (e.g. 1234 Saskatchewan Ltd.). A number name is sometimes useful when a corporation is urgently required and a suitable name is not readily available.

A private corporation requires these documents:
— Articles of Incorporation;
— Notice of Registered Office;
— Notice of Directors.

An incorporation kit is available from the Corporations Branch, Saskatchewan Consumer and Commercial Affairs.

Public corporations

A "public corporation" (distributing corporation) is one which issues securities for public distribution. Besides filing incorporation documents, a public corporation must file a prospectus with the Saskatchewan Securities Commission, must employ outside auditors and must publish yearly financial statements.

The major advantage of a public corporation is that it can raise capital by selling shares to the public.

Federal corporations

Private and public corporations may be incorporated federally under the Canada Corporations Act. A firm operating nationally or in several provinces may find this advantageous. A federally incorporated business must still register in each province in which it does business.

Information and incorporation documents are available from the Corporations Branch, Consumer and Corporate Affairs Canada.

Extra-provincial corporations

An extra-provincial corporation is a company incorporated other than by an act of the Saskatchewan legislature.

Such a corporation may be registered in Saskatchewan by sending to the Corporations Branch, Consumer and Commercial Affairs, the following:

- an application for registration and appropriate fee;
- power of attorney (appointing a Saskatchewan resident as its attorney); a certificate of status issued by its incorporating jurisdiction.

A branch of a foreign corporation

Foreign corporations with branch offices in Saskatchewan are treated the same way as extra-provincial corporations. However, foreign corporations may also have to comply with the Foreign Investment Review Agency (FIRA).

FIRA

The Foreign Investment Review Agency was set up by the federal government to administer Canada's foreign investment policy. A foreign investor (government, individual or corporation) must notify FIRA if intending to take over or establish a business in Canada.

FIRA does not review investments by existing foreign-owned companies in their current lines of business, or a foreign investor acquiring or establishing a business that is related to one that he already owns in Canada.

The act is intended to ensure that foreign persons may control direct investments, only when significant benefits will accrue to Canada.

Saskatchewan Economic Development and Trade is the government department coordinating the foreign investment review process for the province. This includes:

- processing and assessing applications;
- liaising with other provincial agencies;
- recommending a Saskatchewan position on foreign investment questions;
- monitoring foreign investment enterprises;
- researching policy issues.

For more information, contact the Planning Branch Saskatchewan Economic Development and Trade.

To Register a Trade Name:

Corporation Branch
Saskatchewan Consumer and Commercial Affairs
1872 Smith Street
Regina, Sask. S4P 3V7
Phone: 565-2962

To Incorporate a Company:

Saskatchewan Consumer & Commercial Affairs
1871 Smith St.,
Regina, Sask.
S4P 3V7
Phone: 565-5550

To Register a Co-operative:

Sask. Department of Co-operation & Cooperative Development
2055 Albert St.
Regina, Sask.
565-5378

Taxes

Taxes on your income

Personal income tax

The federal and provincial governments each levy personal income taxes, but both are computed on the federal income tax return with Revenue Canada acting as the collection agent for the province.

Residents of Canada are taxable on their **world** income, which means income earned or credited to them anywhere in the world, whether or not it is actually received by them. As an individual, you report your income on a calendar year basis. The return is due, and outstanding tax is payable, by April 30 of the year following the taxation year.

Proprietors and partners are taxed personally on their share of income after business expenses.

For information and forms contact Revenue Canada. Taxation (address listed in chapter 11).

Corporate income tax

Generally, all corporations resident in Canada are subject to federal and provincial income taxes. Income taxes are applied on income received or receivable from all sources inside and outside Canada, less certain deductions.

Unlike individuals, corporations may have a taxation year-end other than the calendar year end. All corporations are required to file an annual corporation income tax return within six months of the declared fiscal year end. Income tax is payable monthly, based on estimated taxes or on tax paid in the previous year.

For information contact Revenue Canada, Taxation (address listed in chapter 11).

Non-resident companies

(a) Canadian subsidiaries of foreign firms

Where a non-resident company is carrying on business in Canada through a subsidiary resident in Canada, the subsidiary is treated the same as any other Canadian company as far as income tax is concerned. In such cases, however, small business incentives do not apply. Income earned in Canada or elsewhere is subject to Canadian income tax, but the subsidiary, like any Canadian company, may claim a credit for taxes paid to a foreign country.

(b) Canadian branches of foreign companies

A non-resident company carrying on business in Canada through a branch office is liable for tax on that portion of income which can be attributed to its activities in

Canada. Accounts should be so arranged that the income of the branch office can be accurately determined. Tax rates are the same as for resident companies, except that the small business incentives do not apply.

For information contact Revenue Canada, Taxation (address listed in chapter 11).

Withholding tax

Corporations or individuals residing outside Canada and receiving income from Canadian sources are required to pay a withholding tax of 25 per cent on amounts received for dividends, interest, rents, royalties and similar payments. Thus Canadian businesses, resident or non-resident, must deduct the tax at the time of payment.

For more information contact Revenue Canada, Taxation.

Capital gains tax

One-half of capital gains will be included in income and taxed at the appropriate personal or corporate rate. One-half of capital losses may be deducted from capital gains. Individual taxpayers may also deduct up to $2,000 of capital losses against other income. Deductions may be made in the current year, the preceding year, or any number of subsequent years until losses are fully absorbed.

The capital gain is calculated as being the difference between the amount realized from the sale and its cost, less selling expenses.

Tax credits

Tax credits are allowed against income to provide tax relief and encourage economic development. Credits are altered frequently; at the time of publication, tax credits were available for:

— investment;
— employment;
— small business;
— foreign;
— manufacturing and processing profits.

For further information contact your accountant, Revenue Canada, Regina Office Taxation, or Saskatchewan Department of Revenue, Revenue & Policy Branch.

Taxes on what you consume

Federal sales tax

A sales tax is imposed on the manufacturer's selling price for:
— goods produced in Canada;
— duty-paid value of imported goods.

Manufacturers with an annual sales volume of taxable goods below $50,000 do not require a license and do not have to charge federal sales tax.

Most foodstuffs, materials consumed in manufacturing, and a wide range of production equipment, agricultural implements, goods produced for export and some consumable goods are exempt.

The full rate of tax is nine per cent; however, most building materials are taxed at five per cent.

Excise tax

A federal excise tax is imposed on certain luxury goods, whether domestic or imported. The list of goods includes jewelry, cosmetics, cigarettes, tobacco and alcoholic beverages.

Excise tax is not imposed on goods exported from Canada directly by the manufacturer or processor.

All manufacturers and processors of excisable goods require an excise tax license.

For more information contact Revenue Canada, Excise Branch.

Education and Health tax

E&H tax must be collected for the Saskatchewan government by the vendor from the purchaser at the time of sale.

Any person in the province who:
- sells taxable services to a user at the retail level;
- sells or leases tangible personal property to a consumer or user at the retail level must be licenced as a vendor and must collect the tax.

A wide variety of goods are excempt; for example, children's clothing, most food products, some farm tools and supplies, prescription drugs and medicines, goods shipped directly out of the province to non-residents and farm implements and parts sold to a farmer for his use.

For more information contact Saskatchewan Revenue and Financial Services, E&H Division, Revenue Operations Division (address listed in chapter 11).

Amusement tax

Municipalities have the power to regulate and charge a tax on certain forms of paid entertainment such as theatre performances, bowling alleys, exhibitions, movies and other places of entertainment. The tax is included in the admission price.

For more information, contact your city, town or municipal office.

Customs duty

Certain goods imported into Canada are subject to custom duties, also called tariffs or import duties. These are imposed to protect Canadian manufacturers and processors. Duty is based on a percentage of the products' fair market value.

There are over 2,000 classifications of tariff items and sub-items and four different rates depending on country of origin.

For more information contact Revenue Canada, Customs and Excise Division, or a customs house broker.

Taxes on your property

Property taxes are levied at the local level and are based on the assessed real value of the property, or in some areas on a percentage of the real value. The tax is assessed on the owner of the property.

Property owned by Saskatchewan residents, and businesses incorporated in Saskatchewan, are eligible for a tax rebate under the Property Tax Rebate. The grant is based on the assessment of the property only. Business taxes or licenses are not considerd in calculating the amount of the grant.

Business tax levied at local level. Assessment is based on number of square feet and the type of business. Any question of assessments should be directed to:

Sask. Assessment Authority
2161 Scarth St.,
Regina, Sask. S4P 3V7
Phone: 565-2666

Any inquiries re: Business Tax to local authority.
Town Office, City Hall or Saskatchewan Urban Affairs.

Patents, Trademarks, Industrial Designs, Copyrights

Patents

A patent is a document issued by the government of Canada giving you the right to exclude others from making, using or selling your invention.

The patent is valid in Canada only, and is effective for a period of 17 years (there are no extensions).

To protect an invention in other countries, you must obtain patents in those countries. By the same token, foreign patents do not protect inventions in Canada.

Consult a qualified patent agent or patent attorney, because the process is complex, and improperly prepared documentation can result in delays and a weak patent.

The agent or attorney can advise whether the invention is patentable, and can conduct a patent search to determine whether the invention is described in some prior document.

Make patent applications as early as possible. Patents will not be granted if the invention has been described in any publication anywhere in the world more than two years before the application has been filed.

The invention also should not have been in public use or on sale anywhere in Canada more than two years before the application for patent is filed.

Once issued, a patent may be assigned (the rights may be sold), or the manufacturing rights licensed by the inventor.

The patent office does not assist inventors in the development or marketing of inventions, and the office is prohibited from offering advice on the patentability of an invention until a formal application has been filed.

The protection of rights under a patent is the responsibility of the patent holder. The patent office does not defend a patent holder charged with infringement, nor will it prosecute others who infringe the patent holder's rights.

The average time from the filing of an application to the granting of a patent is about two and a half years. The fees are as follows:

— on filing application for patent, $200;
— for grant of patent, $350 plus $2 per page for each page of specifications or drawings in excess of 100 pages.

Note that a patent attorney's charges are in addition to these fees.

Caveat

In cases where an invention has not been fully completed, but the inventor is concerned that others may be working on a similar project, he may file with the patent office a description of the invention insofar as it has been developed.

The caveat is not an application for patent and does not provide patent protection. The patent office will inform the caveat holder if anyone else applies for a patent on the same invention within a one-year period. The caveat has limited value, but it may help the inventor establish "proof of prior inventions" in the event of conflicting patent applications.

Patent pending

Like the caveat, the patent pending mark offers no positive protection.

It does warn other manufacturers who may be contemplating copying a product that an application for patent has been filed.

Where costly tooling or marketing expenses are involved, this is frequently enough to discourage competitors. On the other hand, it is an open admission that the product in question does not have patent protection.

The Patent Office address is listed at the end of chapter 11.

Trademarks

A trademark is a word, phrase, symbol, logo, drawing, picture, shape, mode of wrapping or packaging, or combination of any of the above used to specifically distinguish the goods or services of a person, organization or corporations in the marketplace from those of others. Distinctive or unique sounds are not eligible for trademarks protection in Canada.

Trademarks are extremely valuable marketing devices and are generally defended to the full extent of the law.

For the consumer, trademarks eliminate confusion and establish the origin and consistency of quality of a product or service.

The registration of trademarks is not mandatory, but is certainly advisable because it provides evidence of ownership and is more easily defended. Defence of the trademark is the responsibility of the owner, and is not a function of the trademark office.

Trademarks are valid for a period of 15 years from date of registration, at which time they may be renewed on application and payment of a $150 fee. Renewals may be issued every 15 years without limitation. Trademarks are valid only in the country in which they are issued. So it is necessary to register in each country to which exports are planned if the mark is to be protected internationally.

You may prepare your own application or word through a trademark agent. It normally takes about a year from date of application to registration if no opposition or other obstacles intervene.

Trademarks may be assigned or sold, but all such changes must be registered with the Registrar of Trademarks.

The fee for registration of a trademark is $150. Agents' fees or legal costs are not included in this figure.

Appellation of origin

An appellation of origin is the name of the country, region or place tht gives a product special, characteristic qualities. Although it may not be registered as a trademark, it is generally recognized by international agreement.

A good example is the word "champagne", used to identify the particular wine which comes from the Champagne district of France.

Trade name

A trade name is the name under which a business is operated. A trade name can be registered under the Trade Marks Act only if it also serves as a trademark.

Quality mark

A quality mark indicates the quality, quantity, fineness, weight, thickness, proportion or kind of precious metal in an article.

Precious metal articles are made from gold, silver, platinum or palladium.

Most precious metal articles do not have to be quality marked, but if a quality mark is applied, it must also carry a registered trademark or acceptable foreign hallmark.

Hallmark

A hallmark is a mark indicating the quality of a precious metal applied by a foreign country with recognized standards.

Compulsory marking is required for most hollowware, some gold plated spectacle frames and some plated flatware.

Some of the more frequently used quality marks are:

Gold: 24 karat gold — pure (fine) gold; 18 karat gold — 18 parts fine gold, 6 parts other metals; 14 karat gold — 14 parts fine gold, 10 parts other metals; 10 karat gold — 10 parts fine gold, 14 parts other metals.

Nine karat is the minimum legally acceptable quality. It should be remembered that gold is not always shiny yellow in colour, it can be red, pink, green or white, depending on the alloy that is used with it.

Silver: "Silver", "sterling silver", "argent", "argent sterling" and abbreviations of these terms are used to indicate tht an article contains at least 925 parts pure silver per 1,000 parts total by weight.

Platinum: "Platinum, "plat" and "platine" are used to indicate that an article contains at least 95 percent platinum.

Palladium: "Palladium" and "pall" are used to indicate that an article contains at least 95 percent palladium.

Gold filled: "Gold filled", "GF" and "double d'or", when marked on an article, mean that it is made of material consisting of a layer of base metal to which a sheet of 10 karat gold or better has been bonded. Gold filled indicates that at least 1/20th of the total weight of an article is 10 karat gold or better.

Rolled gold plate: "Rolled gold plate", "RGP" and "plaque d'or lamine" mean that the article is made by the same method as for gold filled, but the amount of 10 karat gold is less than 1/20th of the total weight of the article.

Gold plated: "Gold plated", "gold electroplate", "GEP", or "plaque" and "electro-plaque d'or" mean that a layer of gold of at least 10 karat quality has been added to the surface of a piece of jewelry. No guarantee of ability to last can be made for gold filled, rolled gold plate and gold plated articles.

Silver filled: "Silver filled", "SF" and "double d'argent" are used to indicate that at least 1/10th of the total weight of an article must be silver of 925 parts by weight fineness or better.

Silver plated: "Silver plated", "silver plate", "silver electroplate", "plaque d'argent" and "electro-plaque d'argent" are used to designate an article that has a plating of silver of 925 part by weight applied to its surface. Lasting ability cannot be guaranteed.

Industrial designs

An industrial design is an original shape, pattern or ornamentation applied to an article of manufacture. The article must be made by an industrial process.

The protection offered is for an initial period of five years and is valid only in Canada. Initial registration fee is $150. A renewal may be obtained for a further five years for a fee of $200.

Registration must be completed within 12 months after the design has been made public in Canada. Only the author of the design may obtain registration, unless the author was hired to create the design, in which case the employer is the owner, and the only one authorized to request registration.

Industrial designs may be sold outright or may be licensed for a period of time providing a legal form of transfer is employed. To avoid possible legal problems such transactions should be recorded with the Industrial Design Office.

Protection provided by the Industrial Design Act is frequently confused with protection under the Copyright Act. Many designs, being works of art, are automatically protected under the Copyright Act. However, once the original artistic work is used or intended to be used as a model or patern to produce more than 50 single articles or sets of articles, the artistic work then becomes an industrial design, which can only be protected under the Industrial Design Act.

Normal time for registration is about 30 days unless changes to descriptions or drawings are required. The Industrial Design Office is not permitted to express opinions on the merits of a design or indicate whether the design is acceptable prior to the submission of a formal application.

While it is possible for the individual to proceed on his own, it is considered advisable to obtain the services of a registered patent agent or attorney.

Copyrights

An author or creator of an artistic or cultural work is the only person who may copy or permit someone else to copy the work. Copying includes publishing, producing, reproducing or performing.

In Canada, copyright is automatically acquired upon creation of an original work provided that, at the time, the author is one of the following:
— a Canadian citizen or a British subject;
— a resident within the British commonwealth;
— a citizen or subject of a country belonging to the Berne Copyright Convention;
— a citizen or subject of a country with which Canada has a reciprocal arrangement.

Although it is not necessary to register a copyright, registration is evidence that the person registered is the copyright owner. Registration can also be used in court to establish ownership.

The author owns the copyright to his work unless he was hired by some other person to create the work, in which case the employer is the copyright owner.

Copyright applies to all original literary, dramatic, musical and artistic works. These include books, writings, musical works, sculptures, paintings, photographs, motion pictures, dictionaries and encyclopaedias. Copyright also applies to mechanical and electronic contrivances such as records, tapes and cassettes including videotapes and videocassettes.

In Canada, the duration of the copyright is for the life of the author plus 50 years, with the following important exceptions:

Author unknown: Copyright exists for 50 years from the date of first publication of the work.

Crown copyright: Copyright in a work published by or under the direction of Her Majesty the Queen or any government department exists for 50 years from the date of first publication of the work.

Mechanical or electronic contrivances (records, tapes and other contrivances by means of which sounds may be mechanically or electronically reproduced): The term of copyright is for 50 years from the date of making the original plate or tape from which the contrivance was directly or indirectly derived.

Photographs: Copyright exists for 50 years from the date of making the original negative from which the photograph was directly or indirectly derived.

Posthumous works: For works not published at the time of the author's death, copyright exists for 50 years from the date of their publication, delivery or performance.

Works of joint authorship: Copyright exists during the life of the author who dies last and 50 years following his death.

Canadian copyrights are valid in all countries that are members of either the Berne Copyright Convention or the Universal Copyright Convention, which includes most of the countries in the world, the notable exception being China.

The provisions of the Universal Copyright convention require that all copies of works, from the time of first publication, be marked with a small c in a circle, the name of the copyright owner, and the year of first publication, for example © John Doe, 1984. This applies to all member countries that require registration, such as the United States. The rule does not apply in Canada, but is a worthwhile and recommended practice.

Copyrights may be sold or licensed and broken down into various rights, such as reproduction rights, film rights, translation rights, performance rights. Each can be negotiated separately. Rights may also be sold on a geographic basis, with the rights to a work being held by one person in Australia, by another in Britain and still another in the United States — all at the same time.

The fee for examination and registration of a copyright is $25 (subject to change without notice). A certificate is issued when the application is approved.

On the death of a copyright holder, the copyright becomes part of the estate and the property of the heirs. Copyrights may also be issued to the heirs for works unregistered prior to the author's death.

Copies of the Copyright Act and rules are available at any bookstore selling federal government publications or from:

Department of Supply and Services
Publishing Centre
Mail Order Section
Hull, Quebec
K1A 0S9

The mailing address of the Canadian Copyright Office is:

Copyright and Industrial Design Branch
Bureau of Corporate Affairs
Consumer and Corporate Affairs, Canada
Ottawa, Ontario
K1A 0C9

Royalties paid for public performances of copyrighted musical works are collected by performing rights societies and distributed to their members, the composers, authors or publishers.

These societies are authorized under the Copyright Act to perform this service. The two Canadian societies are:

The Performing Rights Organization of Canada Limited
(PROCAN)
41 Valleybrook Drive
Don Mills, Ontario
M3B 2S6
Tel: (416) 445-8700

The Composers, Authors and Publishers Association of
Canada Limited (CAPAC)
1240 Bay Street
Toronto, Ontario
M5R 2C2
Tel: (416) 924-4427

Licenses, Permits, and Regulations

Licenses, permits, certificates and regulations are there to protect the public interests in safety, health, resource conservation and fair and proper business practices as well as to protect you, the business person.

Regulations and requirements are not made lightly. It is your responsibility to comply with any acts that apply to your business. Not knowing or not complying may prove to be costly to you in both time and money.

Following is a very brief outline of Municipal, Provincial, and Federal Acts which apply to business. Some require licenses, permits or certificates; others require only compliance with the regulations.

Since Acts are subject to continual updating and revision you should contact the appropriate department for full details.

Municipal Regulations

Municipal regulations vary slightly from community to community. In larger communities there will be different departments dealing with different regulations, while smaller communities may have only one or two persons dealing with all regulations.

Building Permits — for all new construction, alterations and additions.

Zoning Regulations — regulates location of various types of business.

Property Taxation — assessment and taxation on property.

Business Licensing — local business licenses and business taxes.

Amusement Tax License — licenses and taxes on certain forms of paid entertainment.

Water Department — applications for water and sewer services.

Health Regulations — Regina and Saskatoon have health departments which administer health regulations locally.

Some communities may also partially administer gas and electricity.

Provincial Regulations

Act	Type of Regulation	Contact
Agricultural Implements Act	Farm equipment manufacturers, distributors and dealers	Agricultural Implements Board
Air Pollution Control Act	Any firms discharging waste into the atmosphere	Environment
Animal Products Act	Individuals and businesses producing, raising, grading, dealing or otherwise handling animals or animal products, except cattle, horses, sheep and swine for meat, wool production or for breeding stock; dairies	Agriculture
Apprenticeship and Tradesmen's Qualification Act	Regulates trade training and licensing for barbers, boilermakers, hairdressers, heavy duty and industrial mechanics, linesmen, machinists, painters and decorators, pipefitters, plumbers, radio and TV electronics, refrigertion and air conditioning, roofers, sheet metal workers, tile setters, welders, autobody repair and auto mechanics	Labour
Auctioneers Act	Auctioneers	Consumer & Commercial Affairs
Boiler and Pressure Vessel Act	Manufacturers, dealers and users of steam or pressure equipment	Labour
Bulk Sales Act	Most vendors who sell, transfer or convey stock or part thereof, out of the usual course of business or trade of the vendor, or sell, transfer or convey the entire stock-in-trade, or sell, transfer or convey an interest in the business or trade	Consumer & Commercial Affairs
Business Corporations Act	Incorporated Companies	Consumer & Commercial Affairs
Business Names Registration Act	Any business operating under name, other than that of the owner, or a partnership or corporation using a tradestyle	Consumer & Commercial Affairs
Collection Agents Act	Collection Agents and Collectors	Consumer & Commercial Affairs
Companies Act	Registration for all companies	Consumer & Commercial Affairs
Consumer Products Warranties Act	Manufacturers, importers, wholesalers and retailers of consumer products	Consumer & Commercial Affairs
Co-operative Associations Act	Co-operatives	Co-operation & Co-operative Development
Co-operative Marketing Associations Act	Co-operative Marketing Associations	Co-operation & Co-operative Development

Act	Type of Regulation	Contact
Cost of Credit Disclosure Act	Most lenders and firms selling on credit	Consumer & Commercial Affairs
Credit Reporting Agencies Act	Consumer Credit Reporting Agencies	Consumer & Commercial Affairs
Direct Sellers Act	Individuals or firms selling from house to house or soliciting orders for future delivery	Consumer & Commercial Affairs
Drainage Control Act	Any individual or firm constructing drainage works	Environment
Education & Health Tax	All businesses selling taxable goods and services at retail or using taxable goods for their own consumption	Revenue & Financial Services
Electrical Inspection and Licensing Act	Electricians, electrical contractors, electrical utilities, manufacturers of electrical equipment	Labour
Employment Agencies Act	Employment Agencies	Labour
Environmental Assessment Act	Any individual or firm proposing to develop, alter or expand an operation which may have an effect upon the environment	Environment
Fire Prevention Act	Manufacturers, installers or vendors of fire extinguishers, flammable liquids, oil burners and oil burning equipment	Environment
Fisheries Act	Fish dealers, fish processing and packing plants	Parks & Renewable Resources
Forest Act	Sawmills, pulp mills, plywood mills, timber haulers, timber treating plants, cutting operations, logging	Parks & Renewable Resources
Fuel Tax Act	Refiners, blenders, importers, exporters and vendors of petroleum	Revenue & Financial Services
Garage Keepers Act	Garages, Service stations	Labour
Gas Inspection & Licensing Act	Manufacturers, installers & vendors of gas equipment	Labour
Ground Water Conservation Act	Water well drilling contractors and users of ground water	Environment
Highway Act	Any firm planning construction or erection work near a public highway, transportation companies	Highways
Insurance Premiums Tax Act	Insurance companies	Revenue & Financial Services
Labour Standards Act	All employers	Labour
Liquor Act & Liquor Licensing Act	Brewers, distillers, wineries, importers, exporters, liquor stores and vendors, restaurants, hotels, lounges, any seller of alcoholic beverages, druggists, dentists, veterinarians, physicians, hospitals, educational institutions, scientific and research firms and transporters of alcohol	Liquor Board Liquor Licensing Commission

Act	Type of Regulation	Contact
Liquor Exporters Taxation Act	Liquor exporters	Revenue & Financial Services
Litter Control Act	Manufacturers and vendors of containerized beverages, bottle return depots	Environment
Mechanics' Lien Act	Contractors, sub-contractors, building material suppliers	Justice (Thrcugh Land Titles Office)
Milk Control Act	Producers of milk and milk products	Agriculture
Mortgage Brokers Act	Mortgage brokers	Consumer & Commercial Affairs
Motor Dealers Act	Dealers in motor vehicles, motorcycles and snowmobiles	Consumer & Commercial Affairs
Occupational Health & Safety Act	Employers with 10 or more employees	Labour
Oil and Gas Conservation Act	Producers, drill rig and service rig opertiors. casing pullers	Energy and Mines
Opthalmic Dispensers Act	Opthalmic dispensers	Health
Partnership Act	All partnerships	Consumer & Commercial Affairs
Passenger & Freight Elevator Act	Manufacture, installation, repair and maintenance	Labour
Personal Property Security Act	Provides secured parties a means of registering a security interest in the personal property of a debtor.	Justice
Pest Control Products (Saskatchewan) Act	Manufacturers, sellers and applicators of pesticides	Agriculture
Pharmacy Act & Prescription Drug Act	Pharmacies/Drug stores	Health
Pollution (by livestock) Control	Livestock Operators	Agriculture
Private Investigators & Security Act	Private investigators, security guards	Attorney General
Public Health Act	Food & Beverage Services; Abattoirs & Packing Plants; Hotels & Motels	Health
Pyramid Franchise Act	Pyramid franchisors	Consumer & Commercial Affairs
Radiation Health & Safety Act	Manufacturers, sellers, installers & users of radiation equipment	Labour
Real Estate Brokers Act	Real estate agents and salesmen	Consumer & Commercial Affairs
Sale of Training Courses Act	Individuals and firms offering instructional courses not covered by the Department of Education Act	Consumer & Commercial Affairs
Securities Act	Brokers, investment dealers, broker-dealers, security issuers or underwriters, securities advisors and investment counsellors	Securities Commission

Act	Type of Regulation	Contact
Seed Dealers Act	Seed Dealers	Agriculture
Theatre & Cinematographs Act	Motion pictures theatres and drive-ins, projectionists and certain open air theatres	Consumer & Commercial Affairs
Tobacco Tax Act	Tobacco wholesalers, retailers and vending machine operators	Revenue & Financial Services
Trust and Loan Companies Licensing Act	Trust and loan companies	Consumer & Commercial Affairs
Vehicles Act	Manufacturers of motor vehicles and trailers, transportation firms, auto wreckers, vehicle dealers, buyers, sellers and movers of trailers and semi-trailers, vehicle rental firms	Highway Traffic Board
Warehousemens' Lien Act	Storage Firms	Consumer & Commercial Affairs
Water Resources Management Act	Regulates use of water supplies and discharges into water supplies	Environment
Water Rights Act	Regulates use of surface water supplies	Environment
Wildlife Act	Tanners, taxidermists, game farms, zoos, guides & outfitters, wildlife importers and exporters, bird dog trainers	Parks & Renewable Resources
Workers Compensation Act	All employers covered by Workers compensation	Workers' Compensation Board

Federal Acts

Act	Type of Regulation	Contact
Aeronautics Act	Air Carriers	Transport Canada
Animal Disease & Protection Act	Manufacturers of a veterinary biologic; auction markets & auctioneers; interprovincial motor or air carriers of animals	Agriculture Canada
Broadcasting Act	AM, FM, Cable Television & Television stations	Canadian Radio Television & Telecommunications Commission
Canada Agricultural Products Standards Act	Produce warehouses, packing plants, container manufacturers, importers, exporters, processors	Agriculture Canada
Canada Business Corporations Act	All companies incorporated and/or continued under the Canada Business Corporation Act	Consumer & Corporate Affairs
Canada Co-operative Associations Act	Associations incorporated under Canada Co-operative Associations Act	Consumer & Corporate Affairs

Act	Type of Regulation	Contact
Canada Dairy Products Act	Creameries, dairies, cheese manufacturers, processors & packers of dairy products, importers & exporters	Agriculture Canada
Canada Grains Act	Primary terminal or tansfer grain elevators	Agriculture Canada
Canada Labour Code	All employees under Federal jurisdiction including interprovincial & international transportation, communication, pipelines, broadcasting, banking, grain elevators, uranium mining & processing, flour and feed mills, feed warehouses & cleaning mills Covers: **Canada Labour Standards Regulations** Canada Accident Investigation & Reporting Regulations Canada Boiler & Pressure Vessel Regulations Canada Confined Spaces Regulations Canada Dangerous Substances Regulations Canada Electrical Safety Regulations Canada Elevating Devices Regulations Canada Fire Safety Regulations Canada First Aid Regulations Canada Hand Tools Regulations Canada Machine Guarding Regulations Canada Materials Handling Regulations **Canada Noise Control Regulations** Canada Protective Clothing Regulations Canada Safe Illumination Regulations	Labour
Canada Pension Act	All employers	National Revenue Taxation
Clean Air Act	Mines, mills, industrial plants or factores, smelters, fuel producers and importers	Environment Canada
Cold Storage Act		
Consumer Packaging & Labelling Act	Firms packaging and labelling prepackaged consumer products, manufacturers & importers or prepackaged consumer goods	Consumer & Corporate Affairs
Criminal Code	Manufacturers, importers, distributors, wholesalers, jobbers, retailers, repair shops & pawn brokers dealing in firearms	Solicitor General
Customs Act & Customs Tariff Act	Importers, exporters, bonded warehouses, customs brokers	National Revenue Customs & Excise
Defense Production Act	Every person or firm who enters into a defense contract with the government of Canada	Supply & Services
Electricity Inspection Act	Manufacturers & importers of electricity meters & electrical instruments	Consumer & Corporate Affairs
Excise Act	All firms subject to excise taxes; customs brokers; distillers & brewers; manufacturers of denatured alcohol; pharmacists; bonded warehouses, importers of goods subject to excise tax	National Revenue Customs & Excise

Excise Tax Act	Manufacturers, producers, wholesalers & jobbers of gasoline in bulk	National Revenue Customs & Excise
Explosives Act	Manufacturers, importers, transporters, storers, handlers, & sellers of explosives, ammunition and fireworks	Energy, Mines & Resources
Export & Import Permits Act	Exporters, importers, customs brokers	National Revenue Customs & Excise
Fair Wages & Hours of Labour Act	Contractors & sub-contractors performing construction, renovation or demolition work for the Government of Canada	Labour Canada
Feeds Act	Manufacturers, importers of animal feeds	Agriculture Canada
Fertilizers Act	Manufacturers of fertilizers	Agriculture Canada
Fish Inspection Act	Importers, exporters, canneries	Fisheries & Oceans
Fisheries Act	Plant producing chlorine & alkali metal hydroxide Pulp & Paper Mills	Fisheries & Oceans
Food & Drug Act	Manufacturers, processors, importers, packagers, labelers & sellers of food, food additives, cosmetics & medical devices, drugs; pharmacists; medical practitioners & institutions using restricted or controlled drugs	Health & Welfare
Gas Inspection Act	Manufacturers of gas meters	Consumer & Corporate Affairs
Hazardous Products Act	Manufacturers, importers, exporters, packagers & sellers of car seats, cradles & cribs, pacifiers, toys, playpens, carpets, charcoal, liquid coating materials, glazed ceramics, hazardous substances, pressurized containers, kettles & matches	Consumer & Corporate Affairs
Income Tax Act	All Businesses	Revenue Canada
Income Tax Rebate Discounting Act	Any individual or firm purchasing another's right to a tax rebate at a discount on the amount of the rebate	Consumer & Corporate Affairs
Livestock & Livestock Products Act	Packing plants, graders, processors, transportation companies, stockyards, hatcheries, tanneries	Agriculture Canada
Meat Inspection Act	Packing plants, importers	Agriculture Canada
Migratory Birds Convention Act	Taxidermists	Environment Canada
Motor Vehicle Safety Act	Manufacturers, assemblers, distributors & importers of motor vehicles or motor vehicle components for delivery to a manufacturer	Transport Canada
Motor Vehicle Tire Safety Act	Manufacturers & importers of motor vehicle tires	Transport Canada
Narcotics Control Act	Manufacturers & distributors of narcotics, Pharmacists & medical practitioners	Health & Welfare Canada

Act	Type of Regulation	Contact
National Housing Act	Loan & trust companies, banks & credit unions, building societies	CMHC
National Park Act	All establishments within a National Park and anyone who plans to build in a National Park	Environment
Oil & Gas Production & Conservation Act	Drilling operators on Federal Crown land & drilling operators carrying out formation flow tests by wireline	Energy, Mines & Resources
Pest Control Products Act	Manufacturers, importers, sellers and applicators of pesticides	Agriculture Canada
Petroleum Administration Act	Importers & exporters of crude oil, anyone who collects, gathers, accumulates mixes and blends crude oil for sale or transportation; transporters of crude oil	Energy, Mines & Resources
Petroleum Corporations Monitoring Act	Corporations engaged in exploration, development, production, refining & marketing of petroleum or petroleum products	Energy, Mines & Resources
Precious Metals Making Act	Manufacturers, importers & sellers of precious metals and products containing precious metals	Consumer & Corporate Affairs
Radio Act	Manufacturers & importers of machinery, apparatus or equipment producing electrical disturbances capable of being received by a radio receiving apparatus; radio stations	Communications
Radiation Emitting Devices Act	Manufacturers, distributors & importers of radiation emitting devices including television receivers, x-ray equipment, microwave ovens, demonstration type gas discharge devices, laser scanners, demonstration lasers & low energy electron	Health & Welfare
Textile Labelling Act	Manufacturers, importers, processor & finishers of textile products	Consumer & Corporate Affairs
Unemployment Act	All Employers	National Revenue Taxation
Weights & Measures Act	Manufacturers, importers, sellers & users of weighing or measuring devices used in trade	Consumer & Corporate Affairs

Assistance From Saskatchewan Tourism and Small Business

The mandate of the Department is:

- to encourage and support the stability and growth of the private sector in Saskatchewan;
- to improve the provincial tourism deficit;
- to ensure that a mechanism is available for the needs and interests of tourism and small business to be communicated to the provincial government, and that government policies and programs are clearly communicated to the business community.

Business Information and Advisory Services

Entrepreneurs and established businesses can obtain information on a wide variety of topics ranging from business ratios and statistics to a "How to" series of leaflets from Regional Resource Centres. Resource materials include a booklet on Starting a Small Business in Saskatchewan, an Entrepreneurs Series which provides information on start-up and operational concerns of approximately 200 lines of business, community profiles and specialized reports and bulletins. Information is also available on markets, sources of supply and all government programs relevant to business.

Regional Business representatives can also provide assistance and advice to existing or newly establishing businesses on developing business and/or marketing plans, locating sources of funding, analyzing business situations and opportunities, and applying for government support.

An information service located at Head Office in Regina can supply detailed business information obtained from a variety of sources including Statistics Canada, an industry-specific data bank and numerous published and unpublished government studies. Computer search services to many business information data bases is also available. A number of special files on industrial land availability, contractual research and development services, training and procurement are also available for reference. Information requests are handled by a small business research team.

Contact: Regional Business representative in your area.

Business Resource Centres

Resource centres are located in seven regions to provide easy access to department services.

Each centre has:
- a library of management publications on more than 200 lines of business;
- marketing and other statistical data;
- business opportunity information and sources;
- facts on government and non-government assistance for business.

Professional staff help locate and interpret the information.

Business Resource Centres:

Regina (head office) 565-2207
James Batt
Bank of Montreal Bldg.
2nd Floor 2103 11th Ave.
Regina, Sask. S4P 3V7

Estevan 634-6474
Ken Morine
1322 - 3rd Street
Estevan, Sask. S4A 0S2

North Battleford 445-4424
Ken Adie
1238 - 100th Street
North Battleford, Sask. S9A 0V6

Prince Albert 922-2275
Wayne Phillip
1st Floor McIntosh Mall
800 Central Ave.
Prince Albert, Sask. S6V 6G1

Saskatoon 664-5750
Raj Manek
311 - 21st Street East
Saskatoon, Sask. S7K 0C1

Swift Current 773-7283
Stan Johns
350 Cheadle St. W.
Swift Current, Sask. S9H 4G3

Yorkton 783-9747
Mark Litowitz
#1 Broadway East
Yorkton, Sask. S3N 0K2

Management Assistance

The Management Assistance Program is intended to upgrade the management skills of small business owners and managers in Saskatchewan and to encourage the growth of the small business consulting industry in the province.

Tourism and Small Business works with local Chambers of Commerce or Boards of Trade to deliver the program. In each community, the local sponsor arranges for about 20 interested businesses to participate in the program.

Tourism and Small Business pays the consulting fees.
Contact: Grant McWilliams, Regional Services Branch, Tourism and Small Business, Regina. 565-2223.

Professional Services

Through the department's Business Resource Centres, representatives provide planning and advisory services to business. The representatives know government programs and other sources of assistance. They help with:

— plans for a new business (buying or selling);
— business expansion;
— management improvement.

Management Training

The department works closely with private and public agencies to establish management training seminars of value to small business managers. Information is available through the Business Resource Centres.

Service to Inventors

Counselling by a patent agent is provided to inventors and small business entrepreneurs:

— information on what patents and patent searches mean;
— how to determine marketability;
— how to have a search conducted and at what cost.

Community Economic Development

The intent of the Community Economic Development Program is to support small comunities in the identification of new business development opportunities to enable them to share in the economic growth of the province. Small towns, unlike larger centres, cannot afford to hire professional economic development workers. However, with some support, they can do the job of economic development on a volunteer basis.

Through this support program, assistance is provided to small towns to help them co-ordinate their economic development activities and promote their business opportunities.

A community participating in the program is provided with advice on how to recruit members for a volunteer economic development committtee. Selected members are given basic training in the principals and practices of development and provided with ongoing guidance as they undertake two major projects:

- preparation of a consumer survey to identify potential business opportunities;
- preparation of a promotional community profile to attract businesses and investors.

When business opportunities have been identified in a community, Tourism and Small Business places a "Business Wanted" advertisement in selected Canadian newspapers and in Canadian newspapers and in Canadian immigration offices around the world.

During this process, usually a period of about 18 months, a financial incentive of up to $5,000 is provided by the department. If a community continues into a second phases of the program, it is eligible for cost-shared assistance to a maximum of $4,000.

Communities eligible for the program must have a populaton of 700 to 5,000. Selection is based on population, geographic location and response to a questionnaire completed during the application process.

Import Replacement

The Import Replacement Program encourages purchasers to buy Saskatchewan—produced goods and services.

Through regular meetings with the business community, advertising in key publications and the dissemination of "Buy Saskatchewan" promotional materials, Tourism and Small Business promotes Saskatchewan content and increases purchaser awareness of Saskatchewan goods and services.

The department assembles and distributes information about Saskatchewan manufacturers and suppliers. Materials available or being developed by Tourism and Small Business and Economic Development and Trade include:

- Saskatchewan Manufaturers Guide
- Oilfield Services Directory
- Mining Services Directory
- Directory of Consulting Engineers
- Professional Services Directory

Market opportunity information is also collected and distributed. Material being developed includes a Directory of Public Sector Procurement Officials.

Tourism and Small business helps suppliers prepare bids, interpret specifications, and gear up for production. (This service is usually available when there is only one Saskatchewan firm in the market.)

The department also provides assistance to help joint ventures and consortia organize for large undertakings.

Contact: Ken Rockel, Marketing Benefits Branch, Tourism and Small Business, Regina, 566-9167 or any Business Resource Centre of the department.

Northern Saskatchewan Revolving Fund

The Northern Saskatchewan Revolving Fund provides the major source of funding for business development initiatives in northern Saskatchewan. The program is designed to identify and stimulate economic development in the north and ensure that northern residents benefit from development opportunities.

This northern loan program provides loans from $1,000 up to $300,000. Interest rates are six per cent per annum for commercial fishing and trapping loans and 10 per cent per annum for commercial ventures.

Support services are also provided including the identification and evaluation of business opportunities, management support and skills training.

The following may apply for assistance:

- northern Saskatchewan residents who have lived in the Northern Administration District (NAD) for 15 years or one-half their lifetime.
- co-operatives, corporations or partnerships in which controlling interest is retained by person(s) meeting the above northern residence requirement.
- local governments in the NAD.

Financing is available for almost every type of economic development activity in the NAD, including:

- retailing, wholesaling and manufacturing;
- commercial fishing and trapping;
- construction and contracting;
- developing industries.

Contact: Northern Business Services Branch, Tourism and Small Business
Box 28, Creighton (204) 687-3403
Box 249, Buffalo Narrows (306) 235-4360
Box 5000, LaRonge (306) 425-4261

Tourism Development

The Tourism Development program is to provide support in both identifying potential development opportunities and in co-ordinating development initiatives.

Priority has been given to private sector development of destination resorts with the government making Crown land available on a sale or lease basis.

Information regarding market data, design options, tourism trends, competing facilities and government support services is available to potential investors. All development proposals are assessed by a Review Committee representing all affected government departments. Tourism Development officers provide support to developers by assisting in streamlining the approval process for proposed projects.

Development proposals should include a general description; estimate of cost; operating plan; relation to area resources; project timing and phasing; financial considerations—both developmental and personal; and intention to honour performance conditions where the project involves the sale or lease of Crown land.

Contact: John Spicer
Tourism Development Branch
Tourism and Small Business
565-2867

Tourism Development Program

This program provides the following technical assistance:
- preliminary market identification/quantification;
- preliminary feasibility analysis;
- submission of proposals for interdepartmental review;
- evaluation of proposals and their integration with recommended development opportunities emanating from tourism studies.

The target for this program is the private sector operators, developers, entrepreneurs and prospective entrepreneurs.

Tourism Marketing Assistance Program

The Department of Tourism and Small Business provides financial assistance:
- up to 50 percent of project costs and 25 per cent of administrative costs;
- for new and incremental marketing initiatives including direct mail programs, new promotional material, paid media advertising and direct selling and professional marketing consultant services.

The program serves:
- individual non-profit sector organizations;
- groups of non-profit private sector organizations working together on common community or regional projects.

Contact: Darryl McCallum
Tourism Development Branch
Tourism and Small Business
565-2370

Venture Capital

Investors, either individuals or corporations, who form a Venture Capital Corporation and invest in qualifying Saskatchewan small businesses will receive a tax credit equal to 30 percent of their investment in the V.C.C.

Investors may capitalize the V.C.C. with either $100,000 or $25,000, while investing in communities in excess of 5,000 population, or less, respectively.

For details of the program or a copy of program regulations:

Contact: Tony Koschinsky, Venture Capital Program,
Tourism & Small Business, Regina 565-2252 or 1-800-667-2544

Fixed Rate Financing

Small businesses may obtain medium-term fixed interest rate loans from regular lending institutions to finance new or expanding operations. Fixed rates are assured through the provincial government investing medium-term deposits with those financial institutions.

Contact Regional Business representative in your area.

Department of Economic Development and Trade

Industrial Incentive Program

Manufacturers and processors who invest at least $30,000 for new or expanded plant, equipment or processes, can apply for a $7,500 refund from the provincial government for each permanent job created.

Contact: Program manager, Saskatchewan Economic Development and Trade. 566-9210 or 1-800-667-2544.

Major Projects Procurement

The Major Projects Branch helps suppliers to identify how they can successfully compete for contracts for goods and services required by major project developers.

Saskatchewan Content Advocacy Service — Promotes acceptance of the Major Project Procurement Policy and secures agreement by major project developers to consider Saskatchewan suppliers.

Company Profiling Service — Conveys information profiles about Saskatchewan suppliers to major project developers.

Sales Opportunity Identification — Identifies sales opportunities from major projects. Conveys information to suppliers through the "Major Project Inventory", "Industrial Benefits Bulletin" and "Major Project Updates".

Procurement Information and Counselling — Obtains information on procurement practices of major developers for distribution to suppliers.

Consortia Organization — Identifies major project contracts on which joint ventures may be feasible and desirable.

Dennis Wieler
Major Projects Branch
Saskatchewan Economic Development and Trade
565-2204

Aid to Trade

Aid to Trade helps Saskatchewan companies introduce new products to market or to explore new markets for an existing product.

Assistance is available to help you join trade fairs and trade missions. The program helps companies bring in potential buyers to see their products or, alternatively, to ship product samples to potential customers. Other projects eligible for Aid To Trade assistance include market research, product promotion and advertising.

Saskatchewan manufacturers and firms with technological export capabilities are eligible to apply provided they have a product ready for sale.

Nelson J. Barsi
Trade Development Branch
Saskatchewan Economic Development and Trade
565-2193

Market Development Fund

The Market Development Fund encourages the exploration, development and expansion of markets for agricultural products produced or capable of being produced in Saskatchewan. The markets may be domestic or foreign.

Assistance is available to help you participate in trade fairs and exhibitions. The program covers costs of bringing in potential buyers to Saskatchewan, and of promoting and advertising products or events. The Market Development Fund also provides assistance for the development of products and processes, market research and feasibility studies.

The following are eligible to apply for assistance: individuals, associations, corporations, co-operatives, marketing agencies, and government departments. To qualify, the applicant must be involved in identifying and developing markets for Saskatchewan agricultural products.

Verne Fritzler
Trade Development Branch
Saskatchewan Economic Development and Trade
566-9186

Cost-Shared Market Study

The Cost-Shared Market Study Program assists investors in identifying and developing new business opportunities in Saskatchewan, particularly in manufacturing and processing.

Assistance for market and project feasibility studies is offered to a maximum of 50 per cent of incurred costs of $25,000 (whichever is less).

A typical study involves defining the potential sales of a particular product in a given geographical area. The firm preparing the study should be acceptable to both the department and the entrepreneur. Information obtained in the study remains confidential for a minimum of 12 months.

Manufacturers or commercial processors — existing or proposed — are eligible to apply Projects must be potentially viable for development in Saskatchewan.

Bob Volk
Policy and Planning Branch
Saskatchewan Economic Development and Trade
565-4593

Investor Information Service

The Investor Information Service provides extensive business data for potential investors in Saskatchewan.

Data is prepared in customized packages for individual corporate requirements.

Information is available on: agriculture, building construction costs, climate, communications, construction industry, cost of living, economy, economic development opportunities, education, environmental regulations, financing, foreign companies in Saskatchewan, forestry, government spending, heating costs, history and government, industrial land availability and cost, international trade, investment, labour costs, labour force, labour legislation, labour/management relations, labour productivity, labour-related government services, labour standards, mining and minerals, population demographics, the prairie market, quality of life, regional development, taxation, transportation, utility costs and water.

Serious potential investors in Saskatchewan are eligible to access the investor data bank.

Bryce Baron
Investment Development Branch
Saskatchewan Economic Development and Trade
565-2188

Other Government Services to Business

Inventor Services

For a flat fee of $100, inventors are provided with a technical and market evaluation of their idea. An evaluation of the technical feasibility is carried out by a knowledgeable expert, followed by a market evaluation by the Innovation Centre at Eugene, Oregon. If the inventor decides to proceed with commercialization, assistance is provided in the preparation of a business plan, finding sources of venture capital and product development work.

Bruce Cooke
Science and Technology
T.C. Douglas Building, 3475 Albert Street
Regina, Sask. S4S 6X6
566-9482.

Tax Reduction for Manufacturing and Processing

Commencing January 1, 1984, the Saskatchewan corporate income tax rate levied against the manufacturing and processing profits earned by small businesses in Saskatchewan has been reduced from the previous level of 10% to zero. Firms undertaking some manufacturing or processing activity as part of their business would receive a provincial tax reduction proportional to their manufacturing and processing activity.

Contact: Kirk McGregor Taxation and Economic Policy Branch, Saskatchewan Finance, Regina. 565-6731.

Sales Tax Exemptions for Prototypes

Effective March 22, 1984, total production costs for materials, research and development of prototypes are exempt from Education and Health Tax.

Contact: Greg Packman, Taxpayer Services, Revenue and Financial Services. 565-6645.

Head Offices

Saskatchewan Tourism and Small Business
2103 - 11th Avenue
Regina, Saskatchewan S4P 3V7
Tel: 565-2207

Saskatchewan Economic Development and Trade
2103 - 11th Avenue
Regina, Saskatchewan S4P 3V7
Tel: 565-2232

Regional Offices

Buffalo Narrows **235-4312**
Saskatchewan Tourism and Small Business
Box 249
Buffalo Narrows, Saskatchewan
S0M 0J0

Creighton ..... **(204) 687-3403**
Saskatchewan Tourism and Small Business
Box 28
Creighton, Saskatchewan
S0P 0A0

Estevan **634-6474**
Saskatchewan Tourism and Small Business
1322 - 3rd Street
Estevan, Saskatchewan
S4A 0S2

LaRonge **425-4261**
Saskatchewan Tourism and Small Business
Director Field Operations
Box 5000
LaRonge, Saskatchewan
S0J 1L0

North Battleford **445-4424**
Saskatchewan Tourism and Small Business
1238 - 100th Street
North Battleford, Saskatchewan
S9A 0V6

Prince Albert **922-2275**
Saskatchewan Tourism and Small Business
1st Flr., McIntosh Mall
800 Central Avenue
Prince Albert, Saskatchewan
S5V 6G1

Regina **565-2207**
Saskatchewan Tourism and Small Business
2103 - 11th Avenue
Regina, Saskatchewan
S4P 3V7

Saskatoon **664-5750**
Saskatchewan Tourism and Small Business
311 - 21st Street East
Saskatoon, Saskatchewan
S7K 0C1

Swift Current **773-7283**
Saskatchewan Tourism and Small Business
350 Cheadle Street West
Swift Current, Saskatchewan
S9H 4G3

Yorkton **783-9747**
Saskatchewan Tourism and Small Business
#1 Broadway East
Yorkton, Saskatchewan
S3N 0K2

Moose Jaw **692-1876**
#217 - 110 Ominica Street West
Moose Jaw, Saskatchewan
S6H 6V2

Tisdale **873-2663**
Saskatchewan Tourism and Small Business
P.O. Box 879
SGI Building
Tisdale, Saskatchewan
S0E 1T0

Programs to Assist You

Saskatchewan programs and services

Job Creation, Training and Employment

Service	Purpose	Eligibility	Type	Contact
Job Creation Program	To create new jobs for unemployed not receiving UIC	All businesses	Wage subsidy	Sask. Social Services
Employment Support Program	To assist employment of persons receiving social assistance	All employers	Wage subsidy	Sask. Social Services

Management Information & Counselling

Management Development Program	To help firms improve performance, solve organizational problems & improve management skills	Saskatchewan manufacturing & processing	Cost shared consulting assistance Technical assistance Assistance to attend approved courses and seminars	Sask. Tourism & Small Business
Counselling Service	To Assist with management expertise	All Sask. business firms	General business information & counselling service	Sask. Tourism & Small Business
Tourist Facility Counselling	To provide counselling & technical assistance for planning, design & operation of tourist facilities	Tourist Facilities	Counselling & Technical assistance on all phases of tourist facilities	Sask. Tourism Small Business
Management Consulting	To provide a comprehensive management consulting service	Sask. Industry	Marketing & feasibility studies, Technical Assistance, Research, Industrial Engineering	Sask. Research Council

Financial Assistance — Loans & Equity

Financing	Financial assistance for Sask. firms	Most manufacturing & commercial firms	Loans, loan guarantees, equity financing, lease backs	SEDCO
Assistance for Industry & Manufacturing Expansion (AIME)	To permit expanded output by manufacturers	Sask. manufacturers	Loans & loan guarantees	SEDCO
Industrial Incentive Program	Stimulate new/ expanded plant, equipment or processes	Existing or new Mfg. Processor investing min. $30m & creating 1 full time job	Financial	Sask. Economic Development & Trade
Venture Capital Program	Provide equity investment for Small Business in Mfg'g. Processing, Tourism or R & D	Small Business engaged in Mfg'g Processing, Tourism or R & D	Tax Credit	Sask. Tourism & Small Business
Fixed Rate Financing	Provide Loan Interest Stability	All Business using funds for new/ expanded property, plant equipment	Normal Financial Institution Loan	Sask. Tourism & Small Business
Sales Tax Exemption for Prototypes	To reduce prototype costs	Businesses & Individuals in Sask.	Financial	Revenue & Financial Services

Marketing & Promotion

Market Fund	To identify promote new markets for Sask. agricultural	Individuals, co-operatives agricultural associations & marketing agencies	Financial	Sask. Agriculture
Aid to trade	To develop new markets & promote Sask. made products	Sask. manufacturers & firms with technological export capabilities	Grant for market research, product promotion, trade fairs & missions, incoming buyers & sample shipments	Sask. Economic Development & Trade
Tourist Facility Counselling	To provide counselling & technical assistance for planning design & operation of tourist facilities	Tourist Facilities	Counselling & technical assistance on all phases of tourist facilities	Sask. Tourism & Small Business

Marketing & Promotion	To develop tourism marketing initiatives including direct mail programs, new promotion material, paid media advertising and unit direct consultant services.	Individual non-profit private sector organizations or groups of non-profit private sector organizations working together in a common community or regional project.	Financial	Sask. Tourism & Small Business

Industry Development, Expansion and Modernization

Construction of Co-operative seed cleaning plants	To assist with construction of seed cleaning facilities	Seed cleaning co-operatives with minimum of farmer members	Financial	Sask. Agriculture
Tourist Facility Counselling	To provide counselling & technical assistance for planning design & operation of tourist facilities	Tourist Facilities	Counselling & technical assistance on all phases of tourist facilities	Sask. Tourism & Small Business

Government Procurement

Purchasing Agency	To encourage Sask. firms to sell to the Government of Sask.	All firms	Purchasing for government departments	Sask. Supply & Services Service

Miscellaneous

Airstrip Improvement Program	Operation & maintenance assistance	Private airstrip owners	Grant	Sask. Highways & Transportation
Federal Provincial Meat Inspection Policy	To provide meat inspection service to abattoirs which do not qualify for Federal meat inspection.	Abattoirs	Inspection Fee Subsidy	Sask. Agriculture

Property Tax Rebate	To reduce property taxes	Property owners	Rebate based on Municipality	Sask. Rural Affairs/ Urban Affairs

Federal programs and services

Job Creation, Training and Employment

Service	**Purpose**	**Eligibility**	**Type**	**Contact**
New Technology Employment Program	to create employment for scientifically & technically qualified post-secondary graduates	Small private sector firms, individuals, associations and research institutes	Wage subsidies	Canadian Employment & Immigration Commission
Canada Manpower Industrial Training Program (CMITP)	Worker skill development	Employers who are not financed primarily by public funds	Wage subsidies Training Programs	Canadian Employment & Immigration Commission
Canada Manpower Training Program (CMTP)	Develop or upgrade workers skills to meet employers changing requirements	Prospective employees	Training Courses	Canadian Employment & Immigration Commission
Critical Trade Skills Training Initiative	Develop worker skills in higher level blue-collar occupations in short supply	Employers	Wage subsidies	Canadian Employment & Immigration Commission
Program for the Employment of the Disadvantaged	To assist the disadvantaged to obtain continuing employment in the private sector	Canadian Employers	Wage subsidies	Canadian Employment & Immigration Commission
Recruitment	Filling job vacancies	Any employer	Assistance in securing suitably qualified workers	Canadian Employment & Immigration Commission

Consultative Services	To encourage joint labour/ management planning of manpower adjustment in response to plant expansion closure or lay-offs	Any employer in Canada	Grant for joint labour/ management consultative committees & & employers cost for moving redundant employees to employment in other locations	Canadian Employment & Immigration Commission
Fashion Design Assistance Program	To develop, strengthen & promote Canadian Fashion Design	Canadian textile, Apparel & related Industry	Training, Promotion & Grants	Dept. of Regional Industrial Expansion
Energy Efficient Housing Demonstration	To promote energy efficient housing	Builders	Funding for design, construction & evaluation. Training builders & tradesmen, Publicity & Promotion	Energy Mines Resources
Film Production	To promote Canadian Film Production	Canadian Film Producers	Information on new technology; equipment loans technical assistance, training services	National Film Board
Industrial Research Assistance Program (IRAP)	To increase Canadian Industrial Research for greater effectiveness & competitiveness	Canadian companies Engineering firms, Trade Associations & Consulting Firms	Salary subsidy	National Research Council
Mini-Industrial Research Assistance (MINI-IRAP)	Research & Development Assistance	Small companies with limited expertise in development of technology	Salary subsidy	National Research
Science & Engineering Student Program (SESP)	To assist in solving short term scientific, engineering & technological problems	Manufacturing firms	Salary subsidy	National Research Council
Industrial Research	To encourage Ph.D. level University students to seek careers with Industrial Organizations	Industrial firms	Salary subsidy	Natural Science & Engineering Research of Canada

Research, Product Development and Technology Transfer

New Crop Development Fund	To establish new crops and new varieties offering promise to Canadian Agriculture	Canadian Commercial organizations, industry associations & institutes	Grant	Agriculture Canada
Technology Transfer	To transfer atomic energy technology to Canadian industry	Canadian Industry	Transfer of technology	Atomic Energy Canada
Housing Technology Incentives Program	To encourage innovation in housing and energy performance	Any Canadian individual or company	Financial	Canadian Mortgage & Housing Corporation
Industrial Cooperation Assistance Program	To assist in the industrialization of Third World Countries	Businesses that are at least 51% Canadian owned	Grants for pre-feasibility studies; viability studies, project preparation studies and transfer of Canadian technology	Canadian International Development
New Technology Employment Program	To create employment for scientifically qualified post-secondary graduates	Small private sector firms individuals associations and research institutes	Wage subsidies	Canadian Employment & Immigration Commission
Technical Support for Space Related Industry	Assembly & testing of space hardware	Canadian industries and universities	Testing facilities available on a cost recovery basis	Dept. of Communication
Energy Research & Development	To increase research & development for alternatives to gasoline, increased energy efficiency & new energy sources	Consultants and businesses in energy research	Research contracts	Energy, Mines & Resources
Agricultural & Food Products Market Development Assistance Program (AGMAP)	To promote agriculture & food product market development projects	Canadian Companies, agencies, industry associations & similar entities	Grants & loans for feasibility studies Market identification & Product development	Dept. of Regional Industrial Expansion

Research, Product Development & Technology Transfer
(continued)

Service	Purpose	Eligibility	Type	Contact
Defence Industry Productivity Program	To aid technological competence of Canadian Industries producing defense products for export	Canadian manufacturers producing defense products	Grants	Dept. of Regional Industrial Expansion
Industry Energy Research & Development	To encourage research & development of new technology in energy conservation	Incorporated Canadian companies, formal or informal groupings of companies, individuals, research organizations & consulting firms	Grants	Energy Mines & Resources
Enterprise Development Program (EDP)	To encourage product & process development	Manufacturers & & Processors	Loan Insurance Grants	Dept. of Regional Industrial Expansion
Canola Utilization Assistance Program (CUAF)	To assist scientific & technological research & promote improvements in manufactured rapeseed products	University & private research institutes	Support	Dept. of Regional Industrial Expansion
Renewable Energy & Conservation Development & Demonstration Program	To undertake projects in the development & demonstration of renewable energy sources & conservation measures	Any Canadian business	Funding	Energy, Mines & Resources
Energy Efficient Housing Demonstration	To promote energy efficient housing	Builders	Funding for design, construction & evaluation. Training builders & tradesmen, Publicity & Promotion	Energy, Mines & Resources

Development & Demonstration of Resource & Energy Conservation Technology (DRECT)	To develop & Demonstrate equipment, systems or products designed to recover or save energy through resource recovery	Any business offering appropriate proposals	Cost-sharing	Energy, Mines & Resources
Biomass Energy Loan Guarantees (BELG)	To encourage use of biomass &/or municipal refuse as an energy source for electrical generation	Groups of industries in co-operation with communities & possibly electrical utilities	Loan	Energy, Mines & Resources
Research Agreement Program (RAP)	To promote research towards a better use of mineral & energy resources	Research Organizations	Grants	Energy, Mines & Resources
Energy From The Forests (ENFOR)	To increase the energy production potential of Canada's Forests.	Canadian organizations & firms with necessary expertise & facilities	R & D contracts	Canadian Forestry Service
Technical Information Services (TIS)	To provide technology information	Small & medium sized Manufacturing & processing industries	Up-to-date technological information	National Research Council
Canadian Institute for Scientific & Technical Information	To provide scientific information to industry	Manufacturing & processing companies Engineering Firms	Tailored research reports at minimal cost	National Research Council
Program for Industry/ Laboratory Projects (PILP)	To support NRC/private industry co-operative R & D	Canadian Manufacturers	Government contracts	National Research Council
Industrial Research Assistance Program (IRAP)	To increase Canadian Industrial Research for greater effectiveness & competitiveness	Canadian companies, Engineering firms, Trade Associations & Consulting firms	Salary subsidy	National Research Council
Mini-Industrial Research Assistance (MINI-IRAP)	Research & Development Assistance	Small companies with limited expertise in development of technology	Salary subsidy	National Research Council

Research, Product Development & Technology Transfer
(continued)

Service	Purpose	Eligibility	Type	Contact
Science & Engineering Student Program (SESP)	To assist in solving short term scientific engineering & technological problems	Manufacturing firms	Salary subsidy	National Research Council
Fellowships & Awards	To encourage Ph.D. level University students to seek careers with Industrial Organizations	Industrial firms	Salary subsidy	Natural Science & Engineering Research of Canada
Program of Assistance to Solar Equipment Manufacturers (PASEM)	To stimulate the design, development, manufacture & marketing of efficient, reliable solar systems	Canadian manufacturers	Cost-shared contracts	Public Works Canada
Source Development Fund	To support the establishment & maintenance of a Canadian source of supply on selected government procurement	Existing or potential government suppliers	Financing product development costs	Supply & Services Canada
Contracting Out-Science & Technology	To balance in-house and industrial R & D for the government's requirements	Canadian organizations with appropriate research & development facilities	Project funding	Supply & Services Canada
Unsolicited Proposals for scientific work	To meet the scientific needs of one or government departments	Research & engineering firms	Contracts	Supply & Services Canada
Request for Proposals	Tendering process to invite proposals for various government projects	Varies with type of contract	Contracts	Supply & Services Canada
POS Pilot Plant	To develop technology for processing grains & oilseeds	Canadian Processors	Facilities for performing development work	POS Plant

Investor's Assistance Program	To assess new inventions	Inventors, manufacturers and processors	Technical & commercial assessment of new inventions & recommendations	The Inventors Assistance Program Office of Research Publication U. of Waterloo Waterloo, Ontario N2L 3G1

Management Information and Counselling

Service	**Purpose**	**Eligibility**	**Type**	**Contact**
Design Canada	To promote Canadian design & product development	Individuals, small & medium sized business	Financial Assistance Advisory Services	Dept. of Regional Industrial Expansion
Inter Firm Comparisons	To evaluate productivity performance	Manufacturers & Processors	Productivity comparison with rest of industry sector	Dept. of Regional Industrial Expansion
Business Opportunities Sourcing System	To promote Canadian Business	Canadian manufacturers & Processors	Sourcing system to identify Canadian firms & the products they make	Dept. of Regional Industrial Expansion
Tourism Industry Assistance	To promote growth of the tourist industry	Tourist industry	Economic studies; direct mailings audio-visual material publications, seminars; mass media advertising developing Canadian vacation packages	Dept. of Regional Industrial Expansion
Business Information Centre City Hall Mall	Information on Federal departments programs & Industry related activities	Anyone	Information	Regina 359-6666 Outside Regina Zenith 2800
C.A.S.E.	To improve methods of doing business	Small Business firms	Management Counselling Assistance	Federal Business Development Bank
Small Business Management Training	Upgrading of managerial capability of small business	Any business firm	Courses & Seminars	Federal Business Development Bank

Canadian Native Program	Management counselling for natives	Registered Indians, Indian enterprises & Band Councils	Management Counselling	Indian Affairs
Metrification Canada	To assist businesses to convert the metric system	All businesses	Publications, Audiovisual aids & Technical information	Metric Commission
Film Production	To promote Canadian film production	Canadian Film Producers	Information on new technology equipment loans technical assistance training services	National Film Board
Technical Information Services (TIS)	To provide technology Information	Small & medium sized Manufacturing & processing industries	Up-to-date technological information	National Research Council
Canadian Institute for Scientific & Technical Information (CISTI)	To provide scientific information to industry	Manufacturing & processing companies Engineering firms	Tailored research reports at minimal cost	National Research Council
Canada Service Bureau	Information on Federal government departments programs & services	Anyone	Information	City Hall Regina 359-6666 Outside Regina Zenith 28000
Standards Information Service	To promote voluntary standardization	Manufacturers	Information on mandatory & voluntary standards	Standards Council of Canada
Business Consulting Services	A summer program whereby senior commerce students under general supervision of faculty College of Commerce	All Sask. based businesses employing 75 or less	Subsidized consulting	Business Consulting Services College of Commerce U. of Sask. S7N 0W0

Financial Assistance — Loans & Equity

Service	Purpose	Eligibility	Type	Contact
NHA Builders Loans	To finance house building and renovations	Builders and investors in in rental housing units	Direct & Insured Loans	Canadian Mortgage & Housing Corporation

Film Industry Assistance	To promote development of Canadian feature films	Canadian film producers	Loans; equity investment Production and Distribution advice	Canadian Film Development Corp.
Agricultural & Food Products Market Develoment Assistance Program (AGMAP)	To promote agriculture & food product market development projects	Canadian Companies agencies, industry associations & similar entities	Grants & loans for feasibility studies market identification & Product development	Dept. of Regional Industrial Expansion
Small Business Investment Grant	To reduce cost of borrowing for financing research & development	Small business corporations partnerships & proprietorships	Interest Subsidy	Dept. of Regional Industrial Expansion/ Financial Institutions
Small Business Loans	Guaranteed loans for new equipment improved premises or additional land	Most business firms	Guaranteed loans Expansion	Dept. of Regional Industrial Financial Institutions
Design Canada	To promote Canadian design & product development	Individuals, small & medium sized business	Financial Assistance Advisory Services/ Promotion	Dept. of Regional Industrial Expansion
Assistance to Rapeseed Processors	To encourage rapeseed processing	Rapeseed Processors	Freight rate assistance	Dept. of Regional Industrial Expansion
Financing	To assist with long term financing	Small Canadian Companies	Loans, Loan Guarantees, Equity Financing	Federal Business Development Bank
Indian Economic Development	To assist Canadian Indians to develop & expand viable business opportunities on & off reserves	Individual Indians groups of Indians & Indian bands	Financing & Grants	Indian Affairs

Marketing & Promotion

Service	Purpose	Eligibility	Type	Contact
Publishing Grants	To promote Canadian books and periodicals	Canadian owned publishing houses	Grants; purchases Canadian books; Publication, translation & promotion assistance	Canada Council
Promotional Marketing	To assist firms to market via mail	All Businesses	Selective promotional mailings, special rates and advice	Canada Post
Export Initiatives	To increase Canadian exports	Canadian producers of goods & services	Contracting with foreign governments & international agencies on behalf of Canadian suppliers Assisting foreign customers find Canadian sources of goods and services	Canadian Commercial Corporation
Film Industry Assistance	To promote development of Canadian feature films	Canadian film producers	Loans; equity investment Production & Distribution advice	Canadian Film Development Corp.
Industrial Cooperation Assistance Program	To assist in the industrialization of Third World Countries	Businesses that are at 51% Canadian owned	Grants for pre-feasibility studies, viability studies, project preparation studies and transfer of Canadian technology	Canadian International Development Agency
Book Publishing Development Program	To stimulate the Canadian book publishing industry	Companies 75% Canadian owned with Canadian authored book sales in excess of $100,000	Financial assistance for certain research development & promotion costs	Dept. of Communications

Marketing & Promotion (continued)

Service	Purpose	Eligibility	Type	Contact
Agricultural & Food Products Market Development Assistance Program (AGMAP)	To promote agriculture & food product market development projects	Canadian companies agencies, industry associations & similar entities	Grants & loans for feasibility studies, identification & Product development	Dept. of Regional Industrial Expansion
Program for Export Market Development (PEMD)	To encourage Canadian suppliers to export outside North America	[illegible]ses [illegible]ted & [illegible]ated in Canada	Cost sharing for trade fair outside Canada incoming buyers market identification & adjustment, Capital projects abroad & Export Consortium Assistance	Dept. of Regional Industrial Expansion
Grain & Oilseed Marketing Incentives Program (GOMI)	To promote expanded sales for Canadian grains, oilseeds & their products	Canadian companies, trade associations & institutes	Contributions Insurance & Loans	Dept. of Regional Industrial Expansion
Cost Recoverable Technical Assistance CRTA)	To maximize the possibility of exports	Canadian Companies	Technical assistance Assistance bidding on foreign projects	Dept. of Regional Industrial Expandion
Fashion Design Assistance Program	To develop, strengthen & promote Canadian Fashion Design	Canadian textiles, Apparel & related industry	Training, Promotion & Grants	Dept. of Regional Industrial Expansion
Freight charges Equalization - Flour for Export	To equalize transportation costs for all Canadian Flour Millers	Western Canadian Millers who export through Eastern ports	Freight equalization payments	Dept. of Regional industrial Expansion
Tourism Industry Assistance	To promote growth of the tourist industry	Tourist Industry	Economic studies direct mailings, audio-visual material; publications; seminars, mass media advertising developing Canadian vacation packages	Dept. of Regional Industrial Expansion

Office of Overseas Projects Export Assistance	To co-operate with Canadian bidders on overseas	Canadian Manufacturers	Identify projects & Canadian suppliers; assist Canadian suppliers	Dept. of Regional Industrial Expansion
Trade Commissioner Service (TCS)	To service Canadian Businessmen as export marketing consultants	Canadian exporters	Assistance in finding agents	External Affairs Canada
Export Development	To assist Canadian business to establish & expand in developing countries	Any corporation carrying on business in Canada— 60% Canadian content required	Export Credit Insurance	Export Development Corporation Calgary 403-294-0928
Carnets Systems	To facilitate advance customs arrangements for sample shipments, technical equipment and goods crossing several borders	Canadian Companies	Customs Waiver	Canadian Chamber of Commerce

Industry Development, Expansion and Modernization

Service	Purpose	Eligibility	Type	Contact
Fruit & Vegetable Storage Construction Program	Construction or renovation of cold storage facilities to extend the marketing season	Fruit & Vegetable producer associations, cooperative or boards	Grant	Agriculture Canada
Regional Development Incentives Program (RDIP)	To encourage firms to locate, modernize or expand in designated regions	Most manufacturing and processing firms. Commercial facilities eligible for loan guarantees	Grants & loan guarantees	Dept. of Regional Industrial Expansion
Qu'Appelle Valley Agreement	To promote the development or recreation and tourism in the Qu'Appelle Valley area	Accommodation, dining and recreation facilities	Grants	Dept. of Regional Industrial Expansion
Special Rural Development Agreement (Special ARDA)	To create employment opportunities for people of Indian ancestry	Indians in rural areas of Sask.	Grants	Dept. of Regional Industrial Expansion

Enterprise Development Program (EDP)	To encourage product & process development	Manufacturers & Processors	Loan Insurance Grants	Dept. of Regional Industrial Expansion
Indian Economic Development Fund	To assist Canadian Indians to develop & expand viable business opportunities on & off reserves	Individual Indians, groups of Indians & Indian bands	Financing & Grants	Indian Affairs
Film Production	To promote Canadian Film Production	Canadian Film Producers	Information on new technology equipment loans, technical assistance training services	National Film Board

Government Procurement

Service	**Purpose**	**Eligibility**	**Type**	**Contact**
Visual Arts Grant	To promote Canadian visual art	Public galleries, galleries operated by professional artists, print workshops, independent professional producers	Purchases visual art	Canada Council
Agricultural & Food Products Market Development Assistance Program (AGMAP)	To promote agriculture & food product market development projects	Canadian Companies agencies, industry associations & similar entities	Grants & loans for feasibility studies market identification & Product development	Dept. of Regional Industrial Expansion
Machinery Program (MACH)	To allow Canadian industry to purchase advanced equipment not obtainable from Canadian manufacturers at the lowest possible cost	Machinery users	Tariff Rebates	Dept. of Regional Industrial Expansion
Government Procurement Agreement	To encourage government procurement on a competitive non-discriminating basis	Canadian producers of goods & services	Government Purchasing	Dept. of Regional Industrial Expansion

Purchase and Use of Solar Heating (PUSH)	To stimulate the development of solar energy technology	Manufacturers of solar heating equipment	Federal Government purchases	Public Works Canada
Source Development Fund	To support the establishment & maintenance of a Canadian source of supply on selected government procurement	Existing or potential government suppliers	Financing product development costs	Supply & Services Canada
Contracting Out-Science & Technology	To balance in-house and industrial R & D for the government's requirements	Canadian organizations with appropriate research & development facilities	Project funding	Supply & Service Canada
Unsolicited Proposals Program	To meet the scientific needs of one or more government departments	Research & engineering firms	Contracts	Supply & Service Canada
Request for Proposals	Tendering process to invite proposals for various government projects	Varies with type of contract	Contracts	Supply & Service Canada

Miscellaneous

Service	**Purpose**	**Eligibility**	**Type**	**Contact**
Propane Vehicle Conversion	To assist with conversion of commercial road vehicles to propane as a motor fuel	Businesses using commercial road vehicles	Grants	Energy, Mines & Resources
District Heating Detailed Engineering Design	To encourage hot water heating from a central boiler or a source of waste heat to heat family housing units or commercial buildings	Builders or public utilities	Funding for engineering design	Energy, Mines & Resources
Business Information Centre	Information on Federal departments, programs, & Industry related activities	Anyone	Information	Regina 359-6666 Outside Regina Phone Zenith 28000

Canada Oil Substitution Program (COSP)	To convert businesses from oil to heat with natural gas, electricity, propane & renewable resources such as wood, solar & wind	Owners of eligible property	Grants for conversion	Energy, Mines & Resources
Renewable energy & Conservation Development & Demonstration Program	To undertake projects in the development & demonstration of renewable energy sources & conservation measures	Any Canadian business	Funding	Energy, Mines & Resources
Development & Demonstration of Resource & Energy Conservation	To develop & demonstrate equipment, systems or products designed to recover or save energy through resource recovery	Any business offering appropriate proposals	Cost-sharing	Energy, Mines & Resources
Biomass Energy Loan Guarantees (BELG)	To encourage use of biomass &/or municipal refuse as an energy source for electrical generation	Groups of industries in co-operation with communities & possibly electrical utilities	Loan	Energy, Mines & Resources
Forest Industry Renewable Energy Program (FIRE)	To substitute forest residues as an energy source	Forest Industries	Cost-sharing	Energy, Mines & Resources
Export Development	To encourage Canadian business to establish & expand in developing countries & export to world markets	Any corporation carrying on business in Canada Minimum level of Canadian content required	Credit Insurance Surety Insurance Foreign Investment Guarantees	Export Development Corporation
Crown Assets Disposal Corporation	To sell surplus government	General public & private industry	Mailing lists with sales by sealed bid, public auctions & public sales	Supply & Services Canada
Canada Service Bureau	Information on Federal government departments programs & services	Anyone	Information	Old City Hall Mall Regina

Transportation Subsidies	To ensure that comprehensive transportation systems are available to Canadians	Regional air carriers railway & ferry companies and other elements of the transportation industry	Subsidies	Transport Canada
Standards Information Service	To promote voluntary standardization	Manufacturers	Information on mandatory & voluntary standards	Standards Council of Canada

Saskatchewan Department of Agriculture
3085 Albert Street
Regina
565-5140

Saskatchewan Department of Consumer & Commercial Affairs
1871 Smith Street
Regina
565-5550

Saskatchewan Department of Co-operation & Co-operative Development
2055 Albert Street
Regina
565-5378

Saskatchewan Department of Culture & Recreation
11th Floor Avord Tower
2002 Victoria Avenue
Regina S4P 3V7
565-5739

Saskatchewan Department of Energy & Mines
T.D. Building
1914 Hamilton Street
Regina S4P 4V4
565-2526

Saskatchewan Department of Environment
5th Floor
1855 Victoria Avenue
Regina
565-6113

Saskatchewan Department of Highways
Humford House
1855 Victoria Avenue
Regina
565-4800

Saskatchewan Department of Labour
1914 Hamilton Street
Regina
565-2438

Saskatchewan Department of Public Health
T.C. Douglas Building
3475 Albert Street
Regina S4S 6X6
565-3168

Saskatchewan Department of Urban Affairs
2151 Scarth Street
Regina S4P 3V7
565-2681

Saskatchewan Economic Development and Trade
3rd Floor
Bank of Montreal Building
2103 - 11th Avenue
Regina
565-2232

Saskatchewan Securities Commission
3rd Floor - 2121 Saskatchewan Drive
Regina
565-5645

Saskatchewan Department of Revenue & Financial Services
2350 Albert Street
Regina
Enquiries 565-7692
Sales Tax (E & H) 3475 Albert St. 565-6645

Saskatchewan Economic Development Corporation (SEDCO)
1106 Winnipeg Street
Regina S4P 3W2
565-7200

Advanced Education & Manpower
Humford House
1855 Victoria Avenue
Regina S4P 3V5
565-5620

Agricultural Implements Board
B 40 3085 Albert Street
Regina
565-5291

Commissioner of Patents
Consumer & Corporate Affairs Canada
Ottawa - Hull K1A 0C9
(819) 997-1725

Industrial Design Office
Place Du Portage 1, Phase 1
50 Victoria Street
Hull Quebec K1A 0E1

Revenue Canada Taxation
District Office
1955 Smith Street
Regina (Tax Forms)
359-6079

Revenue Canada Taxation
District Office
201 - 21st Street E.
Saskatoon S7K 0A8
665-4580

Revenue Canada — Customs & Excise
Regional Headquarters
Sask. Regional
204 - 1919 Rose Street
Regina

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Saskatchewan
Tourism and
Small Business

Jack Klein
Minister